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ABSTRACT

An employer survey was conducted as part of a larger study to develop a labor market analysis model to identify employment opportunities for persons with disabilities living on reservations. Employers on the Navajo reservation were surveyed regarding their attitudes toward hiring persons with disabilities, past experiences with persons with disabilities, their willingness to hire persons with disabilities, and their information needs regarding hiring and working with people with disabilities. A sample of 275 employers (out of a total of 1,375) was chosen for interviews; interviews were completed by about half of the 275 employers. Overall, there was a high representation of businesses in the "Services" group of the Standard Industrial Classification. Other results indicated that the majority of employers did not have much experience hiring or working with disabled employees, though they reported willingness to hire employees with disabilities if able to do the assigned job. Employers were not aware of tax incentives for hiring people with disabilities. Recommendations address information needs of employers, planning for future surveys, instrument and interview design, and fieldwork considerations. Sample brochures for employers and a copy of the interview form are appended. (Contains 12 references.) (DB)

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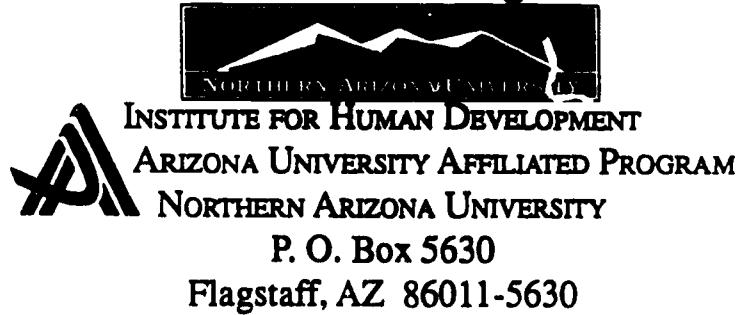
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The Employer Survey

Final Report
1993

Judith L. Schwartz, M. A.
Georgia L. Lonetree, M. S.
Marie Kee, B. S.

American Indian Rehabilitation
Research and Training Center



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Introduction

In a survey of vocational rehabilitation counselors serving American Indian clients in 25 states, 83% of the counselors who worked with clients living on reservations reported that adequate employment opportunities on their reservation "seldom" to "almost never" exist, compared to only 34% of counselors who worked with clients living off reservation (Johnson, 1988, p. 93). In a survey of State administrators of vocational rehabilitation agencies in 27 states, White (1987) reported that the promotion of job development and creation of employment opportunities for disabled people on or near reservations was one of the most significant solutions required to improve VR services for American Indians with disabilities.

Local labor market analyses that include information from employers on reservations provide important information to assist in appropriate vocational planning and job development activities with clients. According to a study by Martin, Frank and Minkler (cited in Johnson, 1988, p. 93), ninety-two percent of counselors working with clients living on reservations reported that obtaining labor market information from the areas where their clients lived was important. In addition, 74% of the counselors were interested in receiving training in assessing labor market conditions and trends on reservations and 85% wanted training in job development strategies on reservations.

A labor market study is defined as a report which projects industry employment opportunities under specific situations using a number of assumptions. Information derived from these studies is used by policy makers to project training and job needs and changes in the structure of particular occupations. The question a labor market survey attempts to answer is the extent to which employment may increase, remain the same, or decrease, and in which occupations there is a high probability that these changes will occur. It is essential to develop specific strategies using the labor market survey method, and apply it to a local area (Howe, 1987).

Employment opportunities on and adjacent to reservations are often less diverse when compared to non-reservation areas. Martin and Frank (1987) found the public administration and services industries to be the highest

areas of employment on reservations. Since those employed in Public Administration were estimated by Martin and Frank at 30% of individuals employed on reservations and 33% were employed in services, these industries would be an appropriate target for model training programs for persons who have disabilities.

This study was part of a series of studies related to the development of a local labor market analysis model to identify employment opportunities for persons with disabilities living on reservations. This model consisted of three parts: an employer survey, a consumer market survey, and a client work skills survey. The current study was part of the employer survey. The first component of the employer survey focused on employment-related information (Schwartz, 1989). The second component focused on a survey of reservation-based employers to identify factors associated with existing jobs and projected needs for jobs. Information was obtained concerning employers' training needs regarding hiring and working with persons with disabilities, past experiences with persons with disabilities, their willingness to hire persons with disabilities, and attitudes toward hiring persons with disabilities and knowledge of financial incentives for hiring persons with disabilities, and under what circumstances.

Results from the employer survey provided information on what types of businesses exist on the Navajo Reservation, job titles from each of the businesses surveyed and experience needed for different jobs. The different job titles were organized into a job skills bank available for use by the Navajo Vocational Rehabilitation Program.

Methods

The purpose of this part of the Local Labor Market analysis model described in the Introduction was to develop and field-test an employer survey that provided information to be used in job development with persons with disabilities living on reservations. In particular, the employers chosen for study were on the Navajo Reservation. Information was obtained concerning employers' attitudes toward hiring persons with disabilities, past experiences with persons with disabilities, and their willingness to hire persons with disabilities. In addition, the survey included questions on employers' information needs regarding hiring and working with persons who have disabilities.

Instrument Design

The first step was to organize an employer survey instrument committee, which was comprised of people in the fields of vocational rehabilitation, employment and training, and economic development, from the American Indian Rehabilitation Research and Training Center (AIRRTC), and the Navajo Tribe. Members of the committee were: Judith L. Schwartz, Research Assistant, AIRRTC; Georgia Lonetree, Research Assistant, AIRRTC; Elmer Guy, Director, Navajo Vocational Rehabilitation Program (NVRP); Treva Roanhorse, Assistant Director, NVRP; Benjamin Lee, Computer Program Specialist, Information Management Systems, Navajo Nation; Duane Etsitty, Statistical Analyst, Technical Support, Economic Development, Navajo Nation; Jerry Kee, Assistant Director, Employment and Training, Department of Labor, Navajo Nation.

The employer survey instrument was developed with input from the Committee and from a national Labor Market Survey Instrument (International Center for the Disabled, 1986). The employer survey instrument identified information that could be used for job development with persons with disabilities. The survey instrument was reviewed, critiqued and revised. The survey instrument was designed for personal interviews with employers. There were three components to the survey instrument (Appendix E).

The first component of the survey instrument focused on employment related information including: (a) products or services, (b) number of employees, (c) kinds of jobs, (d) job openings and forecast, (e) turnover, (f) transportation to and from work, (g) mobility and accessibility on premises, (h) health and accident hazards, (i) recruitment and hiring practices, (j) wage scales, (k) fringe benefits, (l) hours of work, (m) lines of promotion, (n) separation, (o) rehiring policies, and (p) person responsible for hiring.

The second component of the survey instrument focused on employers' attitudes toward and knowledge of persons with disabilities, including hiring and productivity concerns, and past experiences. In addition, employers' knowledge of financial incentives for hiring persons with disabilities was assessed, e. g., on-the-job training agreements and Targeted Job Tax Credits. The third component of the survey instrument identified the extent to which the employer was willing to hire persons with disabilities and under what circumstances. Any limitations of the instrument are due to the specific interests of members of the instrument design committee, and may reflect those specific interests in designing the instrument.

To supplement the survey instrument, a portfolio of information was developed to give to employers (see Appendices). Brochures obtained from different state vocational rehabilitation offices, as well as Federal brochures about hiring people with disabilities, were modified to apply specifically to the Navajo Nation. The portfolio consisted of brochures on: (a) information on disabling conditions, (b) myths and facts about work productivity of persons with disabilities, (c) information on financial incentives for employers, and (d) services provided by the Navajo Vocational Rehabilitation Program, (prepared by NVRP).

Survey Population

The survey population was a proportional stratified random sample of owners of businesses in the five Agencies of the Navajo Nation. The random sample was "stratified" (Ary, Jacobs, & Razaviech, 1979, p. 133) by Navajo Nation Agency and by type of business, using Standard Industrial Classification (SIC) divisions. For simplicity the abbreviated classifications in parentheses will be used to describe the ten SIC Divisions instead of the complete SIC classification as stated in the SIC manual. These ten Divisions

are: Agriculture, Forestry and Fishing (Agriculture); Mining (Mining); Construction (Construction); Manufacturing (Manufacturing); Transportation, Communications, Electric, Gas and Sanitary Services (Transportation); Wholesale Trade (Wholesale Trade); Retail Trade (Retail Trade); Finance, Insurance, and Real Estate (Finance); Services (Services); and Public Administration (Public Administration).

The Standard Industrial Classification (SIC) was developed for use in the classification of employment establishments by type of activity in which they are engaged for purposes of facilitating the collection, tabulation, presentation, and analysis of data relating to establishments, and for promoting uniformity and comparability in the presentation of statistical data collected by various agencies of the U. S. government, state agencies, trade associations, and private research organizations. The Standard Industrial Classification is intended to cover the entire field of economic activities: (a) agriculture, forestry, fishing, hunting, and trapping; (b) mining; (c) construction; (d) manufacturing; (e) transportation, communications, electric, gas, and sanitary services; (f) wholesale trade; (g) retail trade; (h) finance, insurance, and real estate; (i) personal, business, professional, repair, recreation, and other services; and (j) public administration (Office of Management and Budget, 1987).

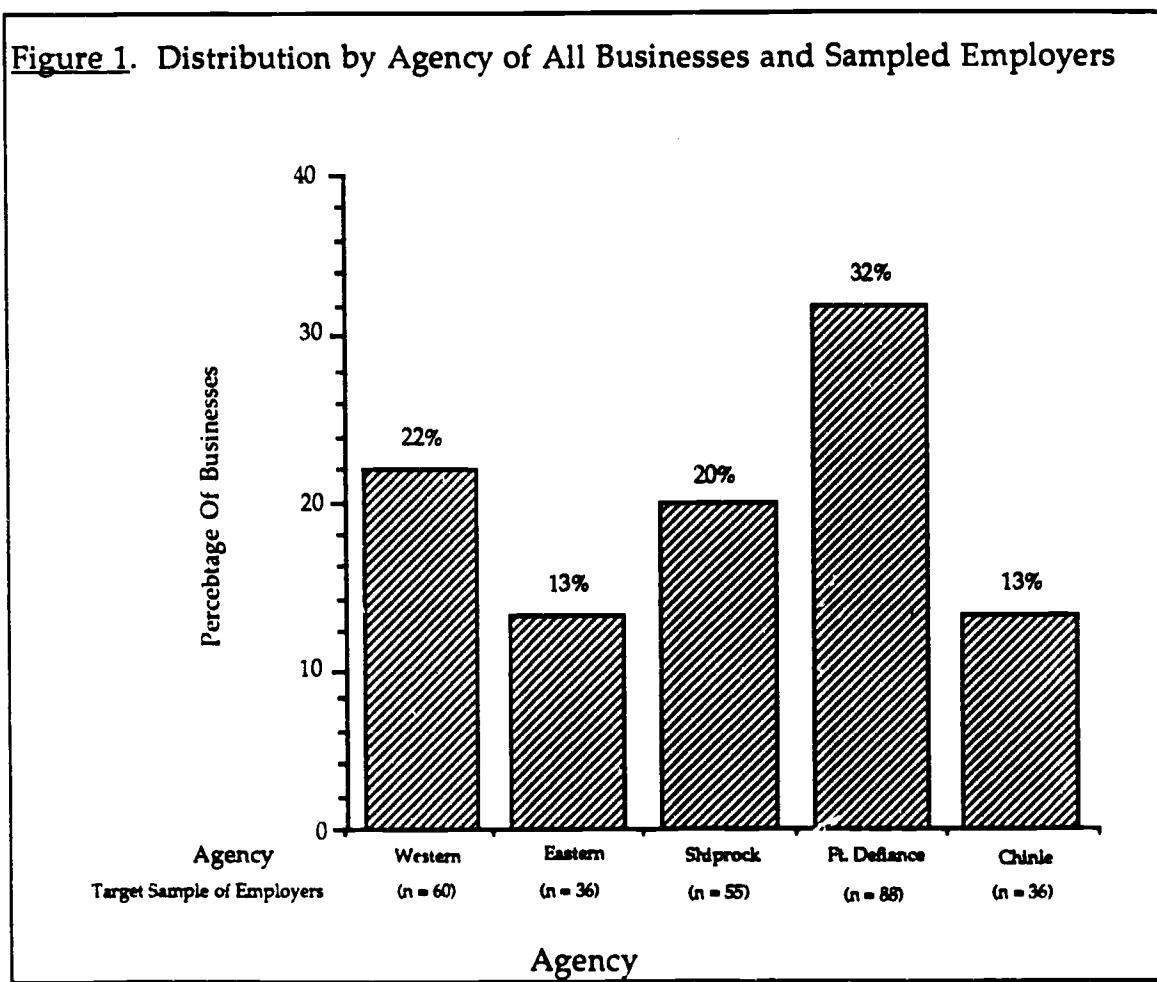
The random sample was "stratified" to prevent one type of industry from being over-represented or under-represented in the sample. The total number of businesses within the Navajo Nation was 1,375. This total was based on research which resulted in the Employment Opportunities List, collected during the fall of 1989 (Schwartz, 1989). A 20% stratified random sample of businesses ($n = 275$) was selected from the list to represent the business population.

Figure 1 shows the percentages of all businesses on the Navajo reservation by agency ($N = 1,375$). Based on these percentages a random sample (20%) of businesses was drawn to reflect the total percentages of businesses ($n = 275$). For example 32% of all businesses were within the Fort Defiance agency. Based on the total N for the employers to be interviewed ($n = 275$), 88 employers from the Fort Defiance agency were selected to be interviewed. Thus, 88 represent 32% of the total n of 275. A table of random

numbers was used to select businesses for the survey (Ary, Jacobs, & Razaviech, 1979, p. 378-382).

The sample was "proportional" in that the target sample size for each sample "stratum" was proportional to the total population of that stratum. For example, the Agency with the largest number of businesses was the Fort Defiance Agency, with 32% (88/275) of all businesses in the Navajo Reservation (Figure 1). Therefore, the number of businesses in the target sample for Fort Defiance Agency reflected this, so that 32% of the businesses in the target sample were from the Fort Defiance Agency.

Figure 1. Distribution by Agency of All Businesses and Sampled Employers



Similarly, the proportions of types of businesses needed for the sample were based on the percentages of total types of businesses throughout the Reservation. For instance, 47% of all businesses on the Reservation came under the Services classification. The vast number of businesses and entities in the Services Division includes schools, churches, motels, clinics, and

banks. Within the sample for each Agency, 47% of the businesses were therefore selected by design from the Services classification for that Agency. The major advantage of this sampling strategy is that it guarantees representation of defined groups in the population.

The size of the business, in terms of its number of employees, was not considered in obtaining the sample. There was no data available when setting up this sample to determine the size of every business. The business name and SIC classification were the only indicators available for this project. Therefore, size of business is not considered in the results, although larger employers are more likely (simply because of their larger size) to hire persons with disabilities.

Once the sample was defined, phone numbers, addresses, and employer names were verified by telephone before letters were sent to each employer. Employers for Western, Shiprock, and Eastern Navajo Agencies were the first to be contacted by letter to schedule interviews. Accompanying the letter were brochures explaining incentives for hiring people with disabilities, myths and facts about hiring people with disabilities, and information about and services provided by the Navajo Vocational Rehabilitation Program (Appendices).

Training and Pilot. The training and pilot for this project were conducted on the same day, with three businesses in the Western Agency of the Navajo Reservation. The pilot also served as training for the three interviewers. Each interviewer took turns interviewing an employer, with the primary investigator monitoring each interview. The questionnaire proved to be sufficient in its pilot form, except for one question on making changes to businesses to make them more accessible to people with disabilities. The question was repetitive, and therefore was removed from the survey instrument following the pilot. The training for the survey took place on the Navajo Reservation with actual interviews to establish how employers would react to interviews. Length of the pilot interviews provided a preliminary basis for planning interview schedules. Each interview during the training differed in length. This became an important point because one of the interviews took over an hour, and much of the interview had to be translated into Navajo. This on-site experience provided useful insights on

employers' responses. Practice in interviewing was videotaped subsequent to the pilot testing. This increased the competency and consistency of the interviewers. The interviewers critiqued themselves and offered recommendations on improving the interviews.

Data Collection. Data collection began in April 1990 with Western Navajo Agency businesses. Interviewers spent seven weeks on the Navajo Reservation interviewing employers within each of the five Agencies (Western, Eastern, Shiprock, Fort Defiance, and Chinle). One week was scheduled for interviews at each agency except Fort Defiance Agency, which took two weeks for interviews due to its size.

Interview Process. Appointments were made to interview employers. Before the interview, the project was explained, and consent forms were signed. The first consent form was for permission to use the information for research purposes, and the second consent form was to secure permission to give employer information to the Navajo Vocational Rehabilitation Program in Window Rock. Interviews were conducted in English with employers and required 15 to 30 minutes to complete. Interviews conducted in Navajo ranged from 45 minutes to an hour or more. For larger businesses such as schools, power plants, BIA Agencies, or chain stores, the job titles page, and the identification of disabilities page of the instrument were left with the employer to be filled out at their convenience and returned.

Methods of Analysis

The survey instrument provided the respondent with a questionnaire involving a categorical list of response possibilities, usually followed by an open-ended question. Consequently, two methods of analysis were used. The first involved a quantitative analysis of the categorical responses, which were usually yes/no or Likert scale choices. The second method was a qualitative analysis of the open-ended responses. A third method dealt with the foundations of an Employer Account System.

The Quantitative Data Base. The quantitative data base was analyzed by using the Statistical Package for the Social Sciences (SPSSX) on the VAX mainframe computer at Northern Arizona University. Variables that were analyzed with this method included business types, Standard Industrial

Classification (SIC) codes, number of employees in each business, percentage of ownership, type of business or function, benefits, housing, recruitment efforts, general questions about awareness of hiring people with disabilities, and attitude questions about hiring people with disabilities. The majority of questions involved either nominal or ordinal variables. Interval variables included the number of employees at each business, and percentage of ownership. The survey findings for this data were demonstrated by frequency tables.

Qualitative Data Base. The qualitative data base was formed by using Microsoft Word for the Macintosh. All open-ended answers were entered into the computer and organized by question. Answers were classified based on similarity of responses into categories, which were used to summarize results.

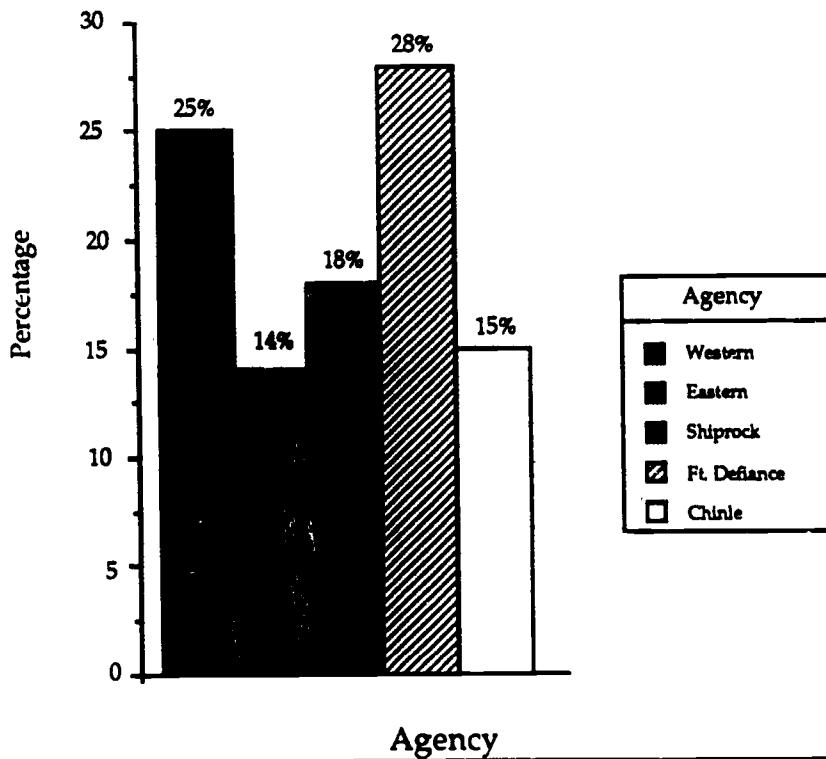
Employer Account System Data Base. An Employer Account System Data Base was organized using Microsoft Works for the Macintosh. This data base will be given to the Navajo Vocational Rehabilitation Program office to use for descriptions of present job titles that exist in these businesses. Variables included in this data base were employer name, address, interviewee, location of business, agency, SIC Code, Dictionary of Occupational Titles (DOT) Code, and Holland Codes. A separate report will discuss this data base.

Results

The Quantitative Data Base

Total interviews obtained for the sample population were 142 employers from the target sample of 275 employers. This represents a 50% completion of the original 20% sample. The representation of businesses throughout the reservation by Standard Industrial Classification (SIC) Division is shown in Figure 2.

Figure 2. Sample of Navajo Reservation Businesses by Agency



This table includes a breakdown by Agency, of the number of businesses interviewed by SIC Division. These figures show the proportion of different SIC Divisions represented in the random sample throughout the Navajo Reservation.

Figure 3. Sample of Navajo Reservation Businesses by Type

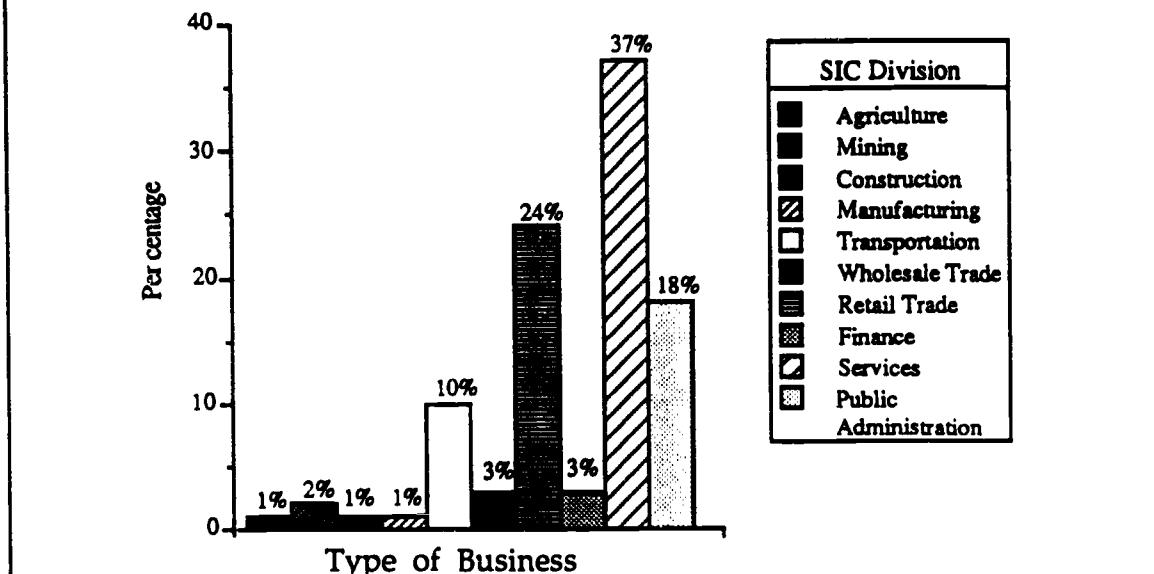


Figure 3 shows the percentage of all businesses by SIC Division in the total sample of interviews. All ten Divisions within the SIC classifications were represented in this sample. Services and Retail Trade Divisions were proportionately more numerous in the interview sample because these businesses were more common on the Navajo Reservation. Transportation represented 10% of all interviews in the sample. Wholesale Trade represented 3% of the interviews while Mining represented 2%. Finally, Agriculture, Construction and Manufacturing represented 1% of all interviews in the sample. The low representation of interviews for Agriculture, Mining and Manufacturing also reflect the proportion of actual businesses within those SIC Divisions on the Navajo Reservation. Agricultural businesses represent less than 1% of the total businesses on the Reservation. The agricultural businesses are those that are defined within the SIC Manual and do not include private, family owned plots of land. Mining represents 3%, and Manufacturing 1% of all businesses (Schwartz, 1989:6). Following this figure is a table broken down by Agency, showing the number of employers interviewed by SIC Division (Table 1).

Table 1

Navajo Reservation Businesses in Sample by TypeSIC Divisions

Agency	Ag	Mining	Con	Man	Trans	WT	RT	Fin	Svcs	PA
Western (n=35)				3% (n=1)	6% (n=2)	9% (n=3)	28% (n=10)		34% (n=12)	20% (n=7)
Eastern (n=20)		5% (n=1)			10% (n=2)		15% (n=3)	5% (n=1)	40% (n=8)	25% (n=5)
Shiprock (n=26)		1	4% (n=1)		12% (n=3)		31% (n=8)	4% (n=1)	35% (n=9)	15% (n=4)
Ft. Defiance (n=40)	2% (n=1)	2% (n=1)			18% (n=7)	2% (n=1)	20% (n=8)	2% (n=1)	35% (n=14)	18% (n=7)
Chinle (n=21)		5% (n=1)			5% (n=1)		28% (n=6)	5% (n=1)	43% (n=9)	14% (n=3)
Total (n=142)	1% (n=1)	2% (n=3)	1% (n=1)	1% (n=1)	10% (n=15)	3% (n=4)	24% (n=35)	3% (n=4)	37% (n=52)	18% (n=26)

Key: Ag=Agriculture Mining=Mining Con=Construction
 Man=Manufacturing Trans=Transportation WT=Wholesale Trade
 RT=Retail Trade Fin=Finance Svcs=Services
 PA=Public Administration

Table 1 shows the proportion of different SIC Divisions that were represented in the random sample throughout the Navajo Reservation by Agency. A total of thirty five (34%) employers were interviewed in the Western Navajo Agency. Within the Services classification, most of the employers interviewed were from schools or churches, while within Retail Trade (28%), most of the employers interviewed were from trading posts.

In the Eastern Navajo Agency, twenty employers (14%) were interviewed. Services, which constitute 40% of all interviews within this agency, were represented by schools, clinics, and churches. Within the Public Administration division (25%), chapter house managers and National Park superintendents were interviewed. In the Retail Trade Division (15%), owners of gas stations and trading posts were interviewed.

There were twenty six (18%) employers interviewed within the Shiprock Agency. There was one employer in the construction industry (4%), a contractor, and one in the Finance industry (4%). Employers interviewed within the Retail Trade Division (31%) included trading posts, general

merchandise retailers, gasoline stations, convenience stores, and grocery stores. Public Administration, the third largest representation of this Agency (15%) included chapter houses, as well as Federal Agencies. Within the Transportation division, post office and public utility employers were interviewed.

In the Ft. Defiance Agency forty employers (28%) were interviewed. The majority of employers were within the Services Division (35%). These employers were from schools, churches, hotels and hospitals. In the Retail Trade Division (20%), interviews were mostly with owners of trading posts and gas stations. Seventeen percent of interviews were represented by the divisions of Public Administration and Transportation and Public Utilities. Public Administration interviews were with chapter managers and members of the Navajo government offices. Employers interviewed within the Transportation division were owners of radio stations, post offices, and public utilities. One employer from Wholesale Trade and Finance Divisions were interviewed.

Finally, twenty-one employers (15%) were interviewed from the Chinle Agency. The majority of employers from the Services division (43%) were from schools and churches. Retail Trade division interviews were from trading posts, and grocery stores. The employers interviewed from the Public Administration Division (14%) were from chapter houses, national parks and Navajo tribal government offices. One employer from the Mining Division (5%), Transportation Division (5%) and Finance Division (5%) were also interviewed.

To summarize, the largest number of employers interviewed, by design, were in the Services Division of the SIC. This was because of the numerous churches, schools, and medical facilities within each agency. The large representation of these employers was also due, in part, to the ease with which they could be contacted to schedule interview appointments, confirmed both by letter and telephone. The majority of these service businesses had received the introduction letters, and had correct phone numbers for individual contact. Within the Retail Trade classification, the majority represented trading posts, fast food businesses, and retail stores.

These employers were easy to contact by telephone and make appointments. Other businesses could not always be contacted as readily.

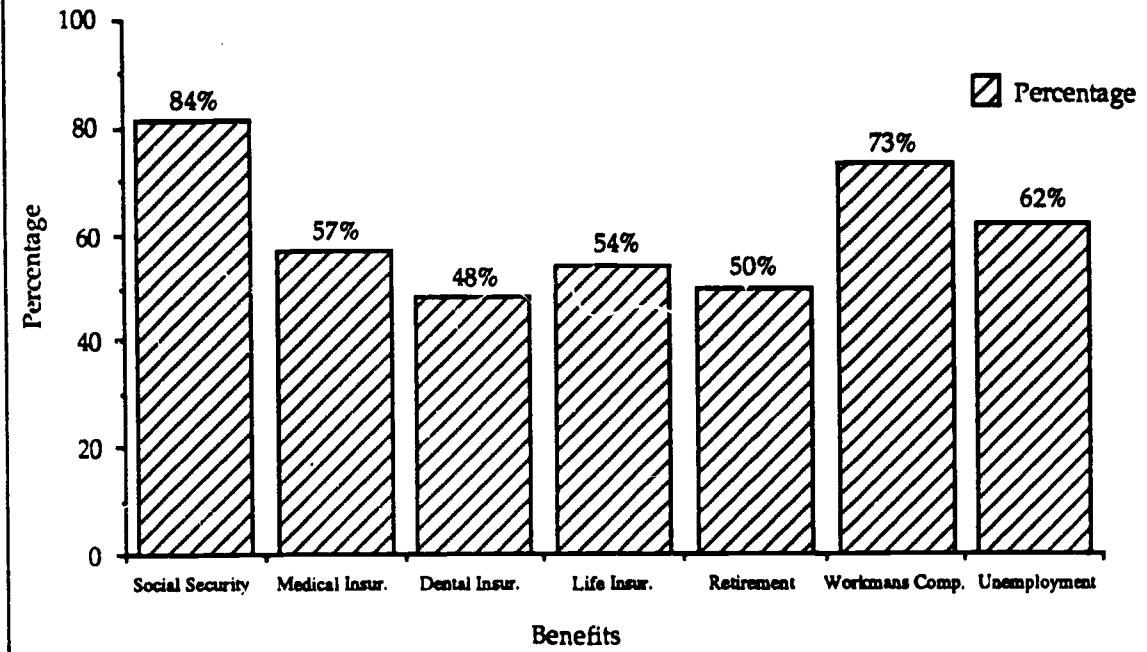
General Characteristics of the Employers

Employers were interviewed from 62 communities on the Navajo Reservation. The largest number of interviews with employers were conducted in the larger communities such as Kayenta (32%) and Tuba City (32%) in the Western Navajo Agency, Shiprock (50%) in Shiprock Agency, Crownpoint (35%) in Eastern Navajo Agency, Window Rock (25%), Ft. Defiance (12%) and Ganado (10%) in the Ft. Defiance Agency, and Chinle (43%) in the Chinle Agency. Among the 142 interviews conducted, the majority (56%) of employers interviewed were Navajo, 39% were Anglos and 5% were members of other tribes (such as Hopi or Cherokee) who own businesses on the Navajo reservation, or Hispanics. The ownership of businesses by employers was mostly (52%) private, and among all businesses, 44% were Navajo-owned businesses. Of the 44% Navajo-owned businesses, 18% were owned by Navajo women. Twenty percent of the total employers interviewed were tribally-owned businesses.

Figure 4 shows that general employment benefits for full-time employees among all employers on the Reservation included Social Security (84%), Medical Insurance (57%), Dental Insurance (48%), Life Insurance (54%), Retirement (50%), Workman's Compensation (73%), and Unemployment (62%). Employers discussing part-time employees mostly agreed that there were fewer benefits for those employees. Less than 20% of all part-time employees in any business received any benefits.

Employers were asked how they recruited employees. Choices of recruitment included newspaper (35%), Bulletin Board (33%), Chapter House (24%), Job Services (30%), JTPA (22%), Friends (23%), Tribe (17%), Family (16%), and Radio (17%). In addition to strategies for recruiting employees, employers were asked which methods were the *most successful* in recruiting new employees. The most successful recruitment efforts among all businesses were either walk-ins (11%) or word of mouth (11%). Word of mouth refers to those people who received information about jobs from friends, relatives, neighbors, etc. Newspaper ads were also used successfully in the recruitment effort.

Figure 4. Employment Benefits offered by Sampled Employers



In order to determine what possibilities there would be for people with disabilities to obtain jobs on the Navajo Reservation, it was important to determine employers' level of awareness about hiring people with disabilities, and how open they were to hiring people with disabilities. The majority (56%) of employers throughout the Reservation said they were willing to hire people with disabilities with the condition that they could do the jobs assigned to them. Although many employers were aware that other employers hired people with disabilities, the majority did not actively recruit disabled workers (65%), or have a written policy to hire disabled workers (71%). However, these employers said that they were willing to consider hiring disabled workers (96%).

These interviews showed that most employers throughout the reservation were not aware of incentive programs for hiring people with disabilities. Fifty-five percent did make use of JTPA workers, but were not aware of Targeted Job Tax Credits (87%), Minimum Wage Waiver Certificate (54%), or On-the-Job Training (72%) programs. Twenty percent of employers interviewed hired people with disabilities. Twenty percent (20%) of the employers said that they have access to literature about hiring persons with

disabilities. Brochures about hiring people with disabilities had been included in all of the contact letters. There were support services available for disabled workers within 30% of the businesses. The majority of employers were aware of State, Federal, Tribal, and local agencies that served people with disabilities (58%) and felt that disabled persons faced job discrimination (63%). Sixty-nine percent of all employers reported someone in a wheelchair coming to their business.

The third aspect of this questionnaire assessed the employers' attitudes about hiring people with disabilities. Most (53%) employers agreed that disabled workers had fewer accidents than non-disabled workers. Most (56%) disagreed that the majority of disabled workers needed more supervision than non-disabled workers. The majority agreed that employers could train disabled employees (80%), and that disabled workers were not a safety risk to either themselves or others (65%). Finally, most employers disagreed that disabled employees cost more than non-disabled employees (65%), that the disabled employees do not fit in with non-disabled employees (73%), and that disabled employees accept concrete criticism well (54%).

Characteristics of Employers Based on Agency

Employers' answers to the questionnaire when divided by Agency (Western, Eastern, Shiprock, Ft. Defiance, and Chinle) had many similarities and few differences. Tables 2 through 6 show the frequency of responses the 142 employers gave about each subject.

Table 2 shows the breakdown of answers given by employers and differences between Agencies. Benefits offered by employers for full-time employees were similar among Agencies. The majority of employers in each agency offer Social Security, medical, and unemployment benefits to their employees. Differences occur with more elaborate benefits such as savings plans, annual and sick leave, and life insurance. Part-time employees typically received fewer benefits than full-time employees.

Table 2

Frequency of Benefits by Agency (N=142)

Full Time Benefits	Agency				
	Western Navajo (n=35)	Eastern Navajo (n=20)	Shiprock (n=26)	Ft. Defiance (n=40)	Chinle (n=21)
Social Security	27	17	22	37	16
Medical	16	14	14	24	14
Dental	12	12	12	21	11
Life Insurance	15	13	12	23	13
Retirement	16	14	10	22	10
Long-Term Disability	9	7	6	17	12
Short-Term Disability	9	7	8	23	13
Workman's Compensation	25	16	18	29	15
Unemployment	22	12	16	27	11
Savings	4	11	9	13	9
Annual and Sick Leave	6	4	4	13	1

The second set of information was the recruitment efforts by different employers. Employers had a variety of methods of recruitment. Table 3 shows the most common methods of recruitment for employers by agency. Each agency had similar methods of recruiting employees: bulletin boards, job services, or chapter houses. These frequencies show the variety in recruitment methods, but not the most successful form of gaining new employees (for which, see Table 4).

Table 3

How Employers Recruit Employees (N=142)

Recruitment Method	Agency				
	Western Navajo (n=35)	Eastern Navajo (n=20)	Shiprock (n=26)	Ft. Defiance (n=40)	Chinle (n=21)
Newspaper	9	7	7	11	12
Bulletin Board	15	8	5	12	7
Chapter house	7	8	5	9	5
Job Services	13	6	5	13	6
JTPA	7	7	3	7	7
Friends	5	3	8	8	8
Tribe	6	3	3	6	6
Family	3	5	2	6	6
Radio	3	5	2	8	6
Walk In	3	-	2	5	4
Word of Mouth	3	-	2	6	1

The majority of employers did not recruit many employees. Recruitment efforts varied among employers as well as between Agencies. Table 4 shows the most successful recruitment methods used by employers in each agency. Employers used different recruitment efforts based on the types of positions available. Recruitment of certified staff within the school system usually took place within the system, or Job Services, whereas recruitment of classified staff was conducted locally through bulletin boards and similar strategies. Blank spaces indicate that a particular recruitment method was not practiced within that agency.

Table 4

Most Successful Recruitment Method (N=142)

Recruitment Method	Agency						Total (N=142)
	Western Navajo (n=35)	Eastern Navajo (n=20)	Shiprock (n=26)	Ft. Defiance (n=40)	Chinle (n=21)		
Word of Mouth	5	-	3	5	-	-	13
Newspaper	-	3	4	-	3	3	10
Walk In	-	-	5	5	-	-	10
College	-	-	-	5	3	3	8
Job Services	6	-	-	-	-	-	6
Bulletin Board	-	-	-	4	-	-	4
Chapter house	4	-	-	-	-	-	4
Friends	-	-	3	-	-	-	3
JTPA	-	-	-	-	3	3	3
Family/College	-	2	-	-	-	-	2

In determining employers' willingness to hire people with disabilities, it was helpful to find out their extent of knowledge about people with disabilities, and their awareness of other employers who hire people with disabilities. Table 5 gives a breakdown of the employers in the five Agencies and results of questions about hiring people with disabilities. There was strong agreement among employers (94% or greater) across Agencies that they would consider hiring people with disabilities. Even though this agreement was very strong, employers did not have much experience with any of the benefits or incentives for hiring people with disabilities. Over 60% of the employers across the five Agencies agreed that the majority of people with disabilities looking for jobs encounter job discrimination.

Table 5

Employer Awareness of Hiring People with Disabilities (N=142)

Reason	Agency				
	Western Navajo (n=35)	Eastern Navajo (n=20)	Shiprock (n=26)	Ft. Defiance (n=40)	Chinle (n=21)
Yes, would consider hiring disabled persons	33	20	25	38	20
Don't require a proportion of disabled employees on work force	30	18	24	34	21
Not aware of targeted job tax credits	27	17	25	36	18
Don't have program/training to help managers work with disabled persons	27	15	21	31	19
Don't distribute literature to help managers and employees work with disabled persons	27	17	23	28	18
Not aware of on the job training programs	21	14	20	30	18
No policy for hiring disabled	25	14	18	29	15
No one oversees hiring disabled persons	26	14	22	22	17
No support services for workers with disabilities	25	10	17	28	20
Persons using wheelchairs have been to business site	24	13	19	28	14
Don't recruit disabled	21	12	16	27	13
Encounter job discrimination from employers	16	15	18	28	13
Employers are aware of state, local, and tribal agencies serving people with disabilities	17	14	14	27	11
Have used JTPA	18	13	11	20	16
Not aware of minimum wage waiver certificate	18	10	15	21	13

Finally, Table 6 shows the frequency of answers to the question on attitudes about hiring people with disabilities. Most employers agreed that employees with disabilities have fewer accidents on the job than those employees without disabilities. There was general agreement among all employers that employees with disabilities would not need more supervision, and significant agreement that employers are able to train employees with disabilities. Another area of strong agreement among all employers was that employees with disabilities fit in with other employees. More than 70% of all employers throughout the Navajo Reservation agreed with this statement.

Table 6

Attitudes about Hiring People with Disabilities (N=142)

Reason	Agency				
	Western Navajo (n=35)	Eastern Navajo (n=20)	Shiprock (n=26)	Ft. Defiance (n=40)	Chinle (n=21)
Employees with disabilities fit in with other employees	32	20	22	37	20
Employers are able to train employees with disabilities	32	19	24	36	18
Employees with disabilities are not a risk to themselves and others	22	18	18	31	15
Employees with disabilities do not cost more than non-disabled employees	20	13	19	32	17
Employees with disabilities do not need more supervision by employers	18	11	16	28	14
Employees with disabilities accept concrete criticism well	17	14	15	21	16
Employees with disabilities have fewer accidents on the job	15	12	16	27	10

Qualitative Analysis Results

The analysis of the qualitative data involved classifying responses based on similarities of answers between employers into categories used in Tables 7 - 23 to summarize responses to the open-ended questions. These analyses provide insights into employers' attitudes and knowledge of people with disabilities. It was organized to show vocational rehabilitation counselors in the five Agencies of the Navajo Nation what employers in their Agencies know about people with disabilities. Based on this information, counselors can develop strategies to help employers become more aware of hiring people with disabilities.

The data are presented by question and Agency. Frequencies represent the number of similar written answers to questions by employers. The numbers for different questions may differ between Agencies due to the lack of responses by individual employers represented within that Agency to all questions. For example, the Western Agency had a total sample size of 35 employers. With some of the open-ended questions, actual answers to those questions may only total 20; therefore for those questions the sample size was 20. The totals for the tables will not always match the sample size because only the most frequent types of answers for the particular question have been put in table form. Other responses will be described in the narrative.

Table 7 represents the most frequent types of open-ended responses to the question of which job has the highest turnover rate. Most employers stated that there was not a high turnover rate within their business. This varied between Agencies, with the largest representation from the Fort Defiance Agency ($n = 40$). The similarities in answers between Agencies were consistent with the majority of jobs. The highest turnover rate of employees occurred in the service sector of clerks, cashiers and teachers. Teachers had a higher turnover rate within the Eastern, Ft. Defiance, and Chinle Agencies than in Western and Shiprock Agencies. PEP-SYETP (Pre Employment Program - Summer Youth Employment Training Program) employees are those employees who are hired from ten days to sixty days for a variety of jobs within a chapter. Examining the frequencies, these have a high turnover rate in the Ft. Defiance and Chinle Agencies. Other jobs that had low turnover rates were maids, hotel personnel, maintenance men, and administrative

positions. But there were only one or two instances of each of these throughout the five Agencies. The blank spaces indicate no data was available for that particular job turnover rate in that agency.

Table 7

Employers' Qualitative Responses to:

"Please indicate which jobs have the highest turnover rate."

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 26)	FD (n = 40)	CH (n = 21)
None	12	9	9	9	5
Teachers	1	2	5	8	6
PEP-SYETP Employees (Ch. house 10-60 day workers)	2	-	-	4	-
Clerks	3	3	-	6	3
Cashiers	3	3	-	2	3

Table 8 shows the distribution of types of open-ended responses to whether or not employers had any plans for expansion. The majority of employers across Agencies felt that there was no need for further expansion of their businesses. Few of the employers in the Western Agency thought that expansion to other communities in their own Agency and other Agencies was necessary in the near or distant future. Employers in the Eastern, Fort Defiance, and Chinle Agencies thought that expansion would mean that more positions were needed in their current businesses. Another idea that was presented especially in the Western and Shiprock Agencies was remodeling the current business. In all of the Agencies, there was mention of expansion of classroom space, or consolidation of classrooms for schools due to the fluctuating population of school children which occurs throughout the Navajo Reservation between Agencies. Eastern Navajo Agency employers did not think their businesses would need to expand to other communities. The blank spaces indicate that a particular plan for expansion was not mentioned by employers in that agency.

Table 8

Employers' Qualitative Responses to:
"What are your plans for expansion?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 26)	FD (n = 46)	CH (n = 21)
None	15	10	7	20	9
Expand to other communities	4	3	-	1	1
More positions needed	2	2	2	4	3
Remodel	4	2	-	-	-

Table 9 shows the distribution of types of open-ended responses to what kinds of positions employers thought they would need during the next five years. There was an even distribution between employers, in that the most frequent response was that there would be no need for any additional positions within their businesses. Differences occurred concerning the need for teachers, clerks, and managers. Within the Eastern Agency, Ft. Defiance Agency, and the Chinle Agency, a need was expressed for more teachers, while fewer employers in the Western and Shiprock Agencies perceived a need for more teachers. The need for clerks and managers by employers in the Service industry was also expressed in all Agencies.

Table 9

Employers' Qualitative Responses to:

"What jobs or positions do you foresee as a need in the next five years?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 26)	FD (n = 46)	CH (n = 21)
None	9	7	5	8	4
Teachers	1	2	3	4	4
Clerks	4	4	1	8	4
Managers	3	2	1	2	2

When asked simply if they provide housing for their employees, a majority of employers in the Western Agency (24) indicated that they did not. The same was true for Ft. Defiance (28), Shiprock (16), Eastern (14), and Chinle (12) Agencies. Fort Defiance Agency employers stated that they provided housing for clerks, while employers in Chinle Agency stated that they provided housing for teachers and clerks. Table 10 shows the distribution of types of open-ended responses between Agencies for employers who provide housing for their employees. When examining these response categories, the total number for each of the Agencies changed depending on the number of employers in that agency responding to that particular open-ended question. Of those employers responding, and of those employers who provide housing for their employees, the majority of such employers within the Western Agency only provide housing to managers of businesses, or to teachers and pastors of churches. Housing must be provided in some communities for employees from outside the community, because no other housing may be available. Employers surveyed in the Western and Shiprock Agencies do not provide reduced rent to employees. Employers surveyed in the Eastern agency do not provide housing for teachers and pastors. Employers surveyed in the Fort Defiance or Shiprock agencies do not provide housing for pastors. Employers surveyed in the Chinle agency do not provide housing or reduced rent for employees who are managers. Some teachers in all five agencies were provided housing. For teachers there may be a housing compound, and some pastors live adjacent to their churches. Many of the other workers at the schools and volunteers of the churches are local residents and do not require housing.

Table 10
Employers' Qualitative Responses to:
"Is housing available for your employees?"

Qualitative Response Category	Agency				
	WN (n = 17)	EN (n = 8)	SR (n = 9)	FD (n = 14)	CH (n = 7)
Managers	5	1	1	2	-
Reduced Rent	-	-	-	3	-
Teachers	1	2	1	2	3
Pastors	1	1	-	-	1

Table 11 shows the distribution of types of open-ended responses to how employers defined the term "disability." Many of the employers gave answers to this question. The most common definition, especially in the Western and Shiprock Navajo Agencies, involved the inability to work. Individual answers were varied, and had comments in addition to the answers shown in Table 11. Comments ranged from physical or emotional impairment, or not 100% "normal," to an impairment that prevents a person from performing normally. Employers used phrases such as "limited physically or mentally," or they used the word "handicapped" for "disabled," or they said "just couldn't function."

Table 11

Employers' Qualitative Responses to:

"What is your definition of the term disability?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 26)	FD (n = 46)	CH (n = 21)
None	8	1	1	1	-
Unable to work	8	5	1	1	4
Lack of education	1	-	1	7	-
Handicapped-physically/mentally	12	2	1	3	2
Never seen or don't know	3	1	2	1	1

Others stated that they had no experience with people with disabilities, and could not give a definition of disability. The blank spaces indicated that no definition was provided by the sample of employers in that Agency.

Table 12 shows the distribution of types of open-ended responses about employers' experiences in working with people with disabilities. The most common response by employers throughout the five Agencies of the Navajo Reservation was that they never had any experience in working with people who have disabilities. Of those employers who have had experiences in working with people with disabilities, the most common response rated their work performance "very good." Many employers did not like to distinguish disabled employees from others, and preferred to say they rated their employees, whether disabled or non-disabled, on their job skills.

Table 12

Employers' Qualitative Responses to:

"If you have had experiences in working with people who are disabled, how would you rate their work performance?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 24)	FD (n = 46)	CH (n = 21)
Never worked with any	17	12	9	14	5
Very good	8	6	3	11	7
As good as non-disabled/ no different	2	3	1	1	2
Don't rate on disability, but job skills	3	2	2	6	3

Table 13 shows the distribution of types of open-ended responses to the question of awareness of other employers who hire people with disabilities. When the individual employers' open-ended responses were totaled, most employers across the five Agencies were not aware of other employers who hire people with disabilities. Some knew that there were employers who hired people with disabilities, such as schools, the chapter houses and the Navajo Tribe. There were a few in the Western and Ft. Defiance Agencies who were aware of the Navajo Vocational Rehabilitation Program, and knew of hiring of people with disabilities through that program. When employers were aware of other employers hiring people with disabilities, those other employers were usually located off the Reservation, in larger communities such as Albuquerque, Grants, Gallup, or Flagstaff. The blank spaces indicate that no open-ended responses were given. The quantitative analysis confirms that there was a split between employers throughout the Reservation as to whether they were aware of other employers who hired persons with disabilities. A majority from the Western Navajo Agency (23) were not aware of other employers who hired disabled persons. However, the majority of Shiprock (17), Eastern (14), Ft. Defiance (24), and Chinle (13) employers were aware of other employers who hired people with disabilities.

Table 13

Employers' Qualitative Responses to:"Are you aware of employers who hire people with disabilities?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 20)	SR (n = 26)	FD (n = 40)	CH (n = 21)
No - not on reservation or in our area	19	8	9	16	9
Chapter house	2	1	4	1	-
Schools	4	-	1	-	1
Navajo Tribe	2	1	2	3	2
Vocational Rehabilitation	1	-	-	1	-

Table 14 shows the distribution of types of open-ended responses about making a special effort to recruit or hire persons with disabilities. There was a mixture of responses to this question between the five Agencies. Most agreed that there was no special effort on the part of employers to recruit or hire persons with disabilities. Many employers stated that no persons with disabilities had applied for positions in their businesses, while a few employers said they provided a special effort to recruit employees with disabilities. The blank spaces indicate a lack of open-ended responses.

Table 14

Employers' Qualitative Responses to:

"Does your company/business currently make a special effort to recruit/hire disabled persons?"

Qualitative Response Category	Agency				
	WN (n = 35)	EN (n = 26)	SR (n = 20)	FD (n = 40)	CH (n = 21)
No disabled people apply	6	3	-	7	3
No special effort to hire disabled	9	7	4	16	8
Yes	2	1	4	3	5
Chapter and tribe does	2	-	3	1	-
EEO (Equal Employment Opportunity) ...we don't discriminate	-	3	2	-	2
Went through Voc Rehab Program	1	-	2	-	-

The quantitative answers from Table 5 revealed that the majority of employers throughout the reservation, Western (24), Shiprock (16), Eastern (12), Ft. Defiance (27), Chinle (13), do not make a special effort to recruit or hire persons with disabilities.

Table 15 shows the distribution of types of open-ended responses to whether an employer has an established policy or program for hiring people with disabilities. Most employers stated that they had EEO (Equal Employment Opportunity) and Affirmative Action within their businesses. A large number of employers throughout the Reservation stated that they did not know if there was such a program. The total number of open-ended responses for this group is small, since the majority of employers just chose to answer yes or no, without further explanation of their answers. The blank spaces indicate a lack of open-ended responses. The quantitative responses from Table 5 show that majority of employers within the five Agencies, Western (25), Shiprock (18), Eastern (14), Ft. Defiance (29), Chinle (15), do not have an established program for hiring persons with disabilities.

Table 15

Employers' Qualitative Responses to:

"Does your business have an established policy or program for hiring people with disabilities?"

Qualitative Response Category	Agency				
	WN (n = 15)	EN (n = 7)	SR (n = 9)	FD (n = 14)	CH (n = 7)
EEO/Affirmative Action	4	5	4	8	3
Not sure	2	2	2	4	1
Not yet, but we will	1	-	-	-	-

Table 16 shows the distribution of types of open-ended responses to whether there was a specific person or department that oversees the hiring of people with disabilities. Of those employers answering specifically, most employers throughout the Reservation said that the personnel department would have a specific person who would be responsible for hiring people with disabilities. Many stated that the person responsible for hiring was not at their specific business location but at the main office of that business, in a different location. The blank spaces indicate that no open-ended responses were given for that question. In the quantitative responses from Table 5, most employers indicated that there was no specific person who oversees the hiring of disabled persons [Western (26), Shiprock (22), Eastern (14), Ft. Defiance (22), and Chinle (17)].

Table 16

Employers' Qualitative Responses to:

"Does your business have a specific person or department that oversee the hiring of disabled persons?"

Qualitative Response	Agency				
	WN (n = 7)	EN (n = 6)	SR (n = 10)	FD (n = 16)	CH (n = 2)
Personnel	3	4	1	6	1
Not here-but main office	1	1	2	5	-
Chapter house	5	-	1	1	-

Table 17 shows the distribution of types of open-ended responses by employers about whether they would be willing to hire people with disabilities. The majority of employers stated that it would depend on whether the people with disabilities would be able to handle the job assigned to them. A few employers in the Western, Shiprock, and Ft. Defiance Agencies stated that whether they would consider hiring persons with disabilities would also depend on the nature of the disability. One employer, who was not included in this Table, stated that he did not even consider whether a person had a disability or not, but hired solely on whether a person was able to do a job. The blank spaces indicate that no open-ended responses were given. The quantitative responses from Table 5 were highly favorable, with Western (33), Shiprock (25), Eastern (20), Ft. Defiance (38), and Chinle (20) all stating that they would hire persons with disabilities.

Table 17

Employers' Qualitative Responses to:

"Would you consider hiring persons with disabilities in the future?"

Qualitative Response Category	Agency				
	WN (n = 18)	EN (n = 5)	SR (n = 9)	FD (n = 20)	CH (n = 9)
If they can do the job	6	5	3	14	4
Depends on the disability	3	1	-	5	-

Table 18 shows the distribution of types of open-ended responses by employers, about whether they have hired anyone from the JTPA (Job Training Partnership Act). Most employers have hired JTPA workers, but only in a summer employment capacity. Some Eastern and Ft. Defiance Agencies have hired employees from JTPA who have become full-time employees. There were employers from Western, Eastern, and Chinle Agencies who had previously used JTPA workers and were not presently doing so. Complaints included: too much paper work, problem within a specific chapter, and a decline in money allocated for JTPA workers. When employers were simply asked if they have hired from the JTPA program, at least 50% of employers in all Agencies, except Shiprock Agency, said yes (Table 5).

Table 18

Employers' Qualitative Responses to:**"Has your business ever hired employees from JTPA Training Programs?"**

Qualitative Response Category	Agency				
	WN (n = 8)	EN (n = 5)	SR (n = 12)	FD (n = 10)	CH (n = 8)
Summer employment	3	3	3	5	3
Yes, and now they are full time	-	-	1	5	-
Used to - but not anymore	3	-	1	-	2

For the minimum wage waiver certificate, and the on-the-job training questions, there were not very many open-ended (qualitative) responses. Quantitatively, the majority of employers throughout the Reservation had not heard of nor used the minimum wage waiver certificate (Table 5). The same holds true for the Targeted Job Tax Credit and On-the-Job Training Programs (Table 5).

The majority of employers throughout the Reservation also stated that there was no policy to hire disabled persons (Table 5). Of those few employers who gave a more detailed response to the question, the majority of employers stated that they adhere to Equal Employment Opportunity guidelines.

When asked whether there was a training program that helps managers and employees work with disabled persons, the majority stated that they had no such program (Table 5). One employer from the Western Agency stated that there was training provided by Navajo Vocational Rehabilitation in Window Rock, and one in the Eastern Agency indicated that the Community Health Representative had trained employees. Other employers stated that there was general training for employees when they began their jobs, but no specific training to help managers and employees to work with disabled persons.

The majority of employers stated there was no literature distributed within their business that helps managers and employees to work with disabled persons (Table 5). One business in the Western Agency stated that the Navajo Vocational Rehabilitation Office in Window Rock provided such

literature. This was also the case with one employer in the Shiprock Agency, and an employer from the Ft. Defiance Agency.

Table 19 shows the distribution of types of open-ended responses to what kind of training would benefit employers in working with people who have disabilities. At least 30% of all employers did not know what kind of training they would need, but indicated that they did not know what kind of training was available to them. Employers throughout the Reservation felt that awareness training, or training to learn more about people with disabilities, would be beneficial to their businesses. Other employers felt that they did not need any type of training.

Table 19

Employers' Qualitative Responses to:

"What kind of training will benefit your business in working with people that have disabilities?"

Qualitative Response Category	Agency				
	WN (n = 33)	EN (n = 20)	SR (n = 24)	FD (n = 39)	CH (n = 21)
Don't know	11	10	2	3	3
Awareness training - learn more about disabilities - sensitivity training	5	1	4	12	5
Anything would be good	4	2	2	5	2
Don't know what's available	1	1	-	1	-
None	7	1	2	5	-

The majority of employers within Shiprock (14), Eastern (14), and Ft. Defiance (27) Agencies were aware of state, local, or tribal agencies that serve people with disabilities. A majority of Western (18) and Chinle (11) employers were not aware of such state, local, or tribal agencies. Table 20 shows the distributions of types of open-ended responses about which programs employers were aware of that serve people with disabilities. Of those employers in the five Agencies who provided open-ended responses to this question, the majority of employers within Shiprock, Ft. Defiance and Chinle Agencies were aware of the Navajo Vocational Rehabilitation Programs within their Agencies. Many employers throughout the five

Agencies are aware of state rehabilitation programs. A few employers within all five Agencies were aware of special education programs for children. In addition to these answers, individual employers within each agency were aware of rehabilitation programs at Toyei in the Ft. Defiance Agency, Coyote Canyon in Eastern Navajo Agency, and Chinle Valley School in Chinle Agency, as well as St. Michaels School in the Ft. Defiance Agency.

Table 20

Employers' Qualitative Responses to:

"Are you aware of state, local or tribal agencies that serve people with disabilities? If yes, which agencies?"

Qualitative Response Category	Agency				
	WN (n = 21)	EN (n = 14)	SR (n = 12)	FD (n = 29)	CH (n = 13)
Navajo Vocational Rehabilitation Program	4	3	9	12	7
State Rehabilitation Programs	4	4	4	4	2
Special Education Programs	1	1	1	8	3

The majority of employers stated that there were no support services for disabled workers at their businesses, since there were no disabled workers at their business (Table 5). A few employers stated that they had counselors for alcohol and drug abuse, but that these counselors were for all employees, not just disabled workers. When asked whether employers felt that disabled people often encountered job discrimination, the majority stated they thought they did, but many also stated that they had never had experience with disabled employees, so could not really say.

Table 21 shows the distribution of types of open-ended responses comparing hiring disabled applicants as opposed to non-disabled job applicants. Most of the employers throughout the five Agencies stated that they hired employees based on job skills and not whether a person is disabled or not. A majority of employers in the sample for Western Navajo Agency had never had any experience with disabled people, while employers in the Chinle Agency said it depends on the job. These employers based their answers on whether a person with a disability could handle a certain job.

There were other employers who said that when hiring they distinguished between persons based on their disability.

Table 21

Employers' Qualitative Responses to:

"How would you compare disabled job applicants to most non-disabled applicants on their job skills?"

Qualitative Response Category	Agency				
	WN (n = 32)	EN (n = 20)	SR (n = 24)	FD (n = 40)	CH (n = 21)
Don't compare - hire according to job skills	7	6	10	14	10
Never had experience with disabled	11	6	1	9	3
Depends on disability	4	-	1	2	-
Depends on the job	1	2	2	-	5
Higher - disabled are more reliable - work harder	4	-	1	1	2

Table 22 shows the distribution of types of open-ended responses to what changes have been made by employers to their businesses to make them accessible to people with disabilities. The total number for each of these Agencies is larger than for previous questions because of multiple answers. That is, an employer could state that there were ramps, restrooms and wider doors for accessibility, and all three of these improvements would be reflected in the total number for each agency. A number of employers stated that they have not made any changes to their businesses to make them more accessible to people with disabilities. A majority just from the Ft. Defiance Agency had made changes with ramps added to make their business accessible to people with disabilities. Employers from Eastern Agency had made changes in their bathrooms for accessibility, and a few businesses throughout the Reservation have widened doors for wheelchair accessibility. Employers throughout the Reservation also stated that they had added parking facilities to their areas to make their business more accessible to people with disabilities.

Table 22

Employers' Qualitative Responses to:

"What changes have you made to make your business site(s) accessible to people with disabilities?"

Qualitative Response Category	Agency				
	WN (n = 48)	EN (n = 30)	SR (n = 34)	FD (n = 59)	CH (n = 35)
None	16	11	6	15	5
Ramps	11	9	5	18	7
Restrooms	4	5	8	11	8
Widen doors	6	2	1	8	5

Table 23 shows the distribution of types of open-ended responses to what changes employers are planning on making to their business sites. The majority of employers who answered this question had already made changes to their businesses, as shown in Table 23, but for those who hadn't, they planned on making changes in the near future. Some employers stated that they wanted to make changes, but lacked funding, and tribal funds were difficult to obtain. The important aspect of this is that employers said that they are willing to make changes to their businesses.

Table 23

Employers' Qualitative Responses to:

"What changes are you going to make to your business site(s) to make it accessible to people with disabilities?"

Qualitative Response	Agency				
	WN (n = 34)	EN (n = 20)	SR (n = 25)	FD (n = 39)	CH (n = 20)
None, already made	13	12	3	8	12
Some sort of change - bathroom, rails, parking	15	8	8	18	8

Many employers throughout the Reservation felt that disabled persons encounter job discrimination from employers (Table 5). The majority (at least 67%) of employers throughout the Reservation stated that a person in a

wheelchair had been to their business site (Table 5). When asked if there were problems encountered, the majority of employers stated that there were no problems with having people in wheelchairs visit their business sites.

Finally, employers were asked what accommodations had been made for employees with disabilities. However, since the majority of employers throughout the Reservation stated that they did not have any employees with disabilities (Table 24), there were few responses to this question.

Hiring People with Disabilities

Table 24 shows the number of employers who hired people with disabilities. Details of these hiring practices will be described separately by Agency.

Table 24

Employers Hiring People with Disabilities

	Agency				
	WN	EN	SR	FD	CH
Total Sample	35	20	26	40	21
Employers hiring people with disabilities	8	6	7	19	9
Percentage	23%	30%	27%	48%	43%

Western. Employers within the Western Navajo agency mostly hired persons with disabilities in restaurants, hardware stores or business stores (29 people). Two people with specific learning disabilities, and two people with traumatic brain injuries were hired by eating establishments. One person with kidney disease was hired in a hardware store. Two people with chronic depression worked in a business store, as did one with a specific learning disability. Schools in the Western Agency hired two people with arthritis, one with cerebral palsy, two with epilepsy, and one who was hearing impaired. The chapter houses hired people with amputations, arthritis, epilepsy, cancer, hearing impairments, visual impairments, specific learning disabilities, spinal cord injuries, and traumatic brain injuries. All of these

people were self-referred except for those working in a chapter house. Most of them were referred by the Vocational Rehabilitation offices.

Eastern. The only employers hiring in this Agency were in mining, schools, and chapter houses (12 people hired). In mining, some blind workers were hired, as was one with an orthopedic disorder. Chapter houses hired two blind people, one with diabetes, one with muscular dystrophy, and one with an orthopedic disorder. Schools hired one blind worker, and one with an orthopedic disorder. All were self-referrals.

Chinle. Grocery stores, schools, and chapter houses hired 99 people with disabilities. Grocery stores hired people with traumatic brain injuries. Schools have hired a person who was hearing impaired, one with heart problems, and others with a mental disorder, an orthopedic disorder, or a congenital hip disorder, as well as one who was paralyzed. Chapter houses hired more than 50 disabled or PEP workers for six months as walk-ins. These included workers with conditions of arthritis, diabetes, chronic depression, epilepsy, heart problems, and polio. The chapter houses would like to give everyone a chance to work. These workers in Chinle Agency were either self-referrals or were referred by NVRP.

Shiprock. Employers representing district offices, schools, and a church hired eight people with disabilities. A doctor's office hired an amputee; the schools hired people with cerebral palsy, heart problems, spinal cord injuries, or traumatic brain injuries. The church hired a person with epilepsy. All referrals were either from BIA, or self-referred.

Fort Defiance. Fort Defiance employers in construction companies, the U. S. Postal Service, communications companies, commercial supply company, trading posts, hotels, schools, churches, and chapter houses hired 34 people with disabilities. Most of the employees were hired as either walk-ins or were self referred. Construction companies hired people who were blind or with hearing impairments, all as walk-ins. The U. S. Postal Service hired a person (self-referred) with a back injury. A communications company hired young people with Down Syndrome from St. Michaels and Coyote Canyon for a six month program. They also hired a person with an amputation. A commercial supply company hired a person with a hip problem from a JTPA program. A trading post hired a person with three disabilities, hearing

impaired, heart problem, and a spinal cord injury. A hotel hired a blind person (a walk-in). The schools hired an amputee, and people with chronic depression, epilepsy, a hearing impairment, stroke, spinal cord injury, and dyslexia. Most of these people were self-referred, but in at least one case a school official knew the family. A church hired a person with a muscular disorder. Chapter houses hired a blind person, and people with epilepsy, a heart problem, a personality disorder, or a congenital hip disorder, as well as two people who used wheelchairs. These people were referred by JTPA or the tribe or were self-referred. A Federal government agency hired a self-referred person with an orthopedic disorder.

Discussion

This discussion begins with a description of the limitations of the results of the study, and analyzes the response rate. The results from both the quantitative and qualitative questions are discussed, as are employers' hiring practices concerning persons with disabilities.

Limitations of the Study

Limitations of the study include differences between interviewers, the sample of employers, and time constraints. Interviewers constitute a limitation of the study because of differences in individual styles of interviewing. Also, all the interviewers were women. Two of the interviewers were Navajo and one Anglo. Answers to questions may have been different if interviewers had been male, whether Navajo or Anglo. The reason for this is that the interviewers found that there were differences in responses by men and women.

Another limitation is that the variety of employers who responded may not be fully representative of all employers. For example, construction companies are underrepresented (see section on "Response Rate"). There may also be unknown barriers to favorable responses to a request for an interview in particular types of businesses, which might introduce sampling bias.

This study also made no attempt to systematically take into account the size of each employer's work force. As a result, employers with many employees were counted the same as small businesses with few workers. This was because sufficient information on the number of employees was not available at the time the target sample was designed.

Finally, time allocated to complete the survey may have influenced the results of the interviews. Time allocation was a critical limitation because the whole project was to be completed within a certain time frame, with one week allocated to each Agency, and two weeks allocated to Ft. Defiance Agency. Similarly, time allocated for individual interviews was also a limiting factor. Appointments had to be scheduled, which limited the time allocated for each interview in order to get to the next appointment. More

time between appointments should have been allocated to allow for the unpredictable need for extra interview time in some cases, as well as unforeseen road and weather conditions.

Response Rate

The original target sample was to consist of a 20% random sample of employers throughout the Reservation. The completion rate of the interviews was 50% resulting in a 10% sample. One factor which may have influenced this response rate was that some employers selected for the sample had gone out of business. Most of the employers who could not be contacted were in the construction industry.

The one area that was significantly underrepresented in the sample was the construction industry employers. Some of these employers couldn't be verified by phone or mail at the beginning of this process and therefore were sometimes eliminated from the sample even before the actual fieldwork began. Most of the construction companies that were selected for the target sample were no longer in business, so only one of this type of employer was interviewed (Shiprock Agency). Attempts were made to determine why construction companies seemed to be failing. The Navajo Business Preference Office, and the Office of Economic Development with the Navajo Tribe, stated that the majority of construction companies were only seasonal companies and were not in business all year round. Many of the individual contractors were licensed on the Navajo Reservation, but were not licensed with the State. Therefore, to get further certification, these contractors had to go back to school for certification, or just didn't go back to school for a variety of reasons, and remained without state licenses.

Some selected employers could not be interviewed for a variety of reasons. Letters sent to some employers were returned. No phone or contact person was available for some businesses, and one business declined to participate in the survey. Some employers with whom interviews had been scheduled were not interviewed because of bad road conditions, broken appointments, difficulty locating the business, and business closures. In one instance, an appointment was made to interview an employer but upon arrival, the employer stated the business was going out of business and therefore there was no reason to be interviewed. With other small

businesses, such as trailer parks, there were problems with reaching these employers. These small business were often leased by the tribe, which owned the buildings. Many of these have gone out of business because of inability to pay the lease payment. At some of the large corporations, they were unwilling to be interviewed because their corporate offices were located in other parts of the country, and they needed to get permission to be interviewed. Some interviews could not be completed due to the distance between communities, insufficient time, or bad road conditions.

Quantitative Results

Overall there was a high representation of businesses within the Services Classification of the SIC Code, because of the number of service industries represented on the Navajo Reservation. This was true even when separating the data by agency (Western, Eastern, Shiprock, Ft. Defiance, and Chinle).

Qualitative Data

To summarize the results of the qualitative data, Tables 7 through 23 show the distribution of types of open-ended responses to individual questions. This part of the questionnaire asked employers to explain their categorical (e. g., yes or no) responses, thereby revealing more about their knowledge and attitudes about hiring people with disabilities. This was especially helpful with questions such as employers' definitions of the term disability. The majority of employers had a definition of disability, and they used terms such as handicapped, unable to work, or limited physically and emotionally. Some stated that they thought disability included illiteracy, or uneducated individuals. Many employers throughout the Reservation felt there wasn't a need for further expansion of their business, because there would be no need for different or more jobs within the next five years, and that there was not a high job turnover rate within their businesses.

Although the majority of employers were aware of other employers who hired disabled persons, those employers were mostly off the Reservation, in the larger communities. Therefore, the Reservation employers did not have as much experience hiring or working with disabled employees, and had not made a special effort to hire disabled employees.

This also meant there were no established programs for hiring disabled employees, nor was there a specific person in charge of hiring disabled employees, or providing support services for disabled employees. However, most employers said that they were willing to hire disabled employees, if they were able to do the assigned job. They would be hired based on that ability, and not necessarily on whether they were disabled or not. Since some employers relied on a personnel department for the hiring of their employees, this became an interesting phenomena. School districts on the Navajo Reservation, such as contract, BIA, or public schools, use a variety of hiring methods. With the state schools, all employees are hired through the personnel department, but the principal of each school has the final hiring authority. In BIA schools, personnel at a specific BIA location are in charge of all personnel records and recommendations for hiring. In the contract schools, the principals of each school have the authority to hire.

Most employers were not aware of the different tax incentives for hiring people with disabilities, such as Targeted Job Tax Credit, Minimum Wage Waiver Certificate, or On-the-Job Training programs even though brochures on these programs had been included with the letter asking for the interview. Most employers had experience in hiring workers from JTPA programs.

A point made by many employers was that they hired employees based on job skills, rather than looking to see if that person was disabled or not. Employers stated more than once that they do not specifically go out to hire individuals with disabilities, but if people with disabilities applied for jobs, they would receive the same consideration for employment as those applicants without disabilities.

Finally, most employers have had people in wheelchairs visit their businesses and did not think there were many problems for these people. The questions about accessibility to the business were good because they made employers think about the future of having people with disabilities come to their businesses, and how they may have to change their businesses in order to be more accessible for people with disabilities.

Hiring Persons with Disabilities

The purpose of this section is to show that there are employers hiring people with disabilities. Although the number of employers surveyed was not great, the percentages look large. Specific descriptions of employer names have been omitted to preserve confidentiality.

The greatest number of employers who said that they hire people with disabilities were in the Fort Defiance (48%) and the Chinle (43%) agencies. Of all businesses throughout the five Agencies, schools and chapter houses were most likely to report hiring persons with disabilities. It was not determined, however, what specific job titles these people had in these businesses. Again, this was done to preserve confidentiality. Chapter houses also reported hiring people with disabilities, but mostly for short, temporary work projects around the chapter house lasting only 10 to 60 days. The majority of workers in each agency were hired either as walk-ins, or were self-referred. In the chapter houses, they were mostly referred by the Navajo Vocational Rehabilitation Office.

In conclusion, persons with disabilities are being hired throughout the Navajo Nation. Most of them were hired by the large employers, especially government agencies such as the U. S. Postal Service, schools, or chapter houses. The missing factor with this information is details about job history, to determine if these people are still working or have left these jobs. Only a couple of employers stated that they had hired persons with disabilities, and that they had since left their jobs.

Awareness About Hiring People with Disabilities. All through the literature there is evidence that hiring people with disabilities is good business (Carrell & Heavrin, 1987; Howard, 1989; Stevens, 1986). A comparison of the 1973 and 1981 DuPont surveys (DuPont de Nemours & Co., 1982) showed that disabled employees maintained a high standard of safety with 96% rated average or above average, compared with 92% for non-disabled employees. In the performance of job duties, the disabled employees improved their average rate from 91% to 92% average or above, compared with 91% for non-disabled employees. Attendance also improved from 79% to 85% compared with 91% for non-disabled employees (DuPont de Nemours & Co., 1982).

Attitudes Employers Have About People with Disabilities. Positive attitudes about hiring people with disabilities were supported by our employer survey. The majority of employers were willing to hire people with disabilities, even though they do not have much experience in working with, or knowing about, people with disabilities. Most of these employers were not aware of the different tax incentives such as the Minimum Wage Waiver Certificate, Targeted Job Tax Credits, On-the-Job Training programs, or JTPA programs for hiring people with disabilities. Through the interview process, employers became very interested in the different ways a disabled person could become employed. The majority of employers interviewed were not aware of services provided by the Navajo Vocational Rehabilitation Program, but were interested in learning more about the Navajo Vocational Rehabilitation Program, and what services they offered.

The majority of employers stated that they did not have much experience with people with disabilities. In general, the employers on the Navajo Reservation were very open to the idea of hiring people with disabilities, and expressed positive attitudes about hiring people with disabilities.

Conclusions

The labor market survey was a valuable tool to help determine which employers on the Navajo Reservation were willing to hire Indian people with disabilities. It was determined, however, that many of the businesses were not prepared, or did not have enough information about hiring people with disabilities, and had different definitions of the term "disability."

The largest number of businesses willing to hire people with disabilities were within the Services classification. This was due to the fact that the largest number of businesses on the Navajo Reservation are represented in this classification, which includes schools and churches. Schools represent a large number of employers on the Navajo Reservation, with a variety of schools from contract, BIA, state, and mission schools. In these schools there are a variety of possibilities for positions, from certified (teaching) to classified staff positions. There are also many churches represented on the Navajo Reservation. Churches on the Navajo Reservation were not a good source of employment for outsiders because many of them rely on volunteers from their own members.

Retail trade represents a large number of businesses on the Navajo Reservation. Trading posts are located in most communities on the Reservation. Trading posts, however, are undergoing changes. Small family-owned trading posts are being sold to larger corporations, such as Thriftway Market. This means that the "traditional" trading posts that have been an important source of food and small commodities are being changed into, or replaced by, convenience stores. Trading posts or small convenience stores are often operated by the same families, with brothers operating three or four different stores within one Agency. These small family-owned businesses may be less likely to hire people with disabilities, unless a family member has a disability, because many of the employees are members of their families, and there is not a very large turnover rate.

Sources of employment for people with disabilities on the Navajo Reservation are more likely to occur with the larger corporations such as Arizona Public Service, or mining and coal companies. There can be a conflict of interest with these larger companies when practicing Equal Opportunity and having to comply with the Navajo Nation's Indian preference in hiring.

Within the Public Administration sector of the SIC Classification, chapter houses provided many of the employment possibilities for disabled workers. Programs such as JTPA, and 10 to 60 day work programs were in all chapter houses. One drawback to this is that only people registered within these particular chapters are allowed to work at these chapters. Chapter managers interviewed stated that there seems to be an oversupply of labor within some chapters but not enough within other chapters.

Recommendations

Recommendations for the labor market study are divided into five parts: recommendations for further study, information needs of employers, planning for future surveys, instrument and interview design, and fieldwork considerations. Part of the purpose of this study is to field-test a model for systematically identifying job opportunities and conducting job development for people who are disabled. If this labor market survey is to be a model for other reservations and vocational rehabilitation programs to follow, there are a number of recommendations for improvement of future studies.

Recommendations for Further Study. On result of this survey which would be interesting to follow-up on is the poor representation in the sample by the construction industry. Further study of the construction industry's state and tribal requirements for licensing by both state and tribal business departments could create interesting results. In addition to more in depth investigation into the construction industry, it would be beneficial to investigate requirements for establishing businesses with the Navajo Business Preference Office, and the Office of Economic Development of the Navajo Tribe. Understanding the process of obtaining those contracts and licenses would give insight to how employers are established within the Navajo reservation.

Another finding of this study to follow up on is an investigation of Navajo women who own businesses. It would be interesting to follow up some of these Navajo women owners of businesses to find out how old they are, how long they have owned their businesses, and to see what kinship relationships occur with ownership. Further investigation of these questions could be provided with in depth interviews of owners of these businesses, as well as interviews of those women in the public government sector, and the chapter managers.

Information Needs of Employers. One result of the survey is that many of the employers who participated were not aware of incentive programs for hiring workers who are disabled. The first recommendation, therefore, is that resources should be allocated to disseminate information about these incentive programs, targeting the personnel directors (or whoever makes personnel decisions) of businesses in the service area. A second area of employer information needs is the subject of misconceptions employers have about people with disabilities, and their lack of knowledge about people with disabilities. Examples of these resources can be found in the Appendix, which shows the brochures that were developed for this report.

Planning for Future Surveys. Preparation and conduct of future surveys of this kind should consider an increase of time to conduct the survey effectively. In the case of the Navajo Nation, it was necessary to determine road conditions as well as distances to each community to prepare for interviews. To prepare similar methods applicable to other reservations, it

will be important to consider travel time in order to be more accurate in planning future surveys. Even though this labor market survey is a model that can be used with other American Indian populations on reservations, each reservation has its own characteristics (road conditions, travel time) which cannot be generalized as universal reservation characteristics. Each tribe also has its own characteristics regarding vocational rehabilitation programs, and each must be considered separately and individually when preparing further labor market studies.

Since other reservations are smaller than the Navajo Nation, studies of other reservations may need to include a representative sample of businesses in border towns. Since these reservations are proportionately smaller, it would probably not be necessary to interview a random sample of businesses within the reservation but ideally 100% of the businesses on these reservations. A representative sample should be taken of businesses in the border towns surrounding the reservation.

When preparing to contact employers, it would be advantageous to follow-up with employers by telephone after sending out letters whenever possible. Some of the employers from the Navajo Reservation never received their letters because the owners had moved, or principals of schools had changed, and those letters were forwarded to the wrong individuals. It is important to first verify current owners of businesses to prevent similar situations from happening. When making appointments to interview employers, the most successful way of doing this was not to make the appointments too far in advance. When attempting to make appointments for the week in one Agency on the Navajo Reservation, most of the appointments had to be changed or cancelled. It was more productive to schedule appointments a day or two ahead of time at the most. An effective method of scheduling appointments was calling them each morning before going out. Sometimes, showing up at a business (mostly small businesses) was the best way to get employers to answer questions.

Instrument and Interview Design. The interview process and the survey instrument will differ between groups that a labor market survey is to serve. The instrument must be modified to fit the individual tribe or reservation it will serve. The wording of the questions of the instrument is

also vital. It cannot be assumed that employers know a lot about hiring people with disabilities, or the definition of the term disability.

Some of the interviews had to be conducted in Navajo. Many of the questions that were translated into Navajo had to be repeated or rephrased because the questions were difficult to understand. The responses had to be translated into English before being entered on the questionnaire. For this, there should be native speakers from the local area to conduct all interviews. Native speakers from the local areas are aware of the proper etiquette or manner in which interviews should be conducted.

Enough time to conduct each interview must also be allocated. Some interviews will take longer than others, and when scheduling appointments for interviews with employers in reservation communities, time and distance factors are very important to consider. Interviewers must also be trained to conduct interviews in a consistent fashion to make sure that there will not be much extraneous variability in responses between interviewers. After interviews, if there is more than one interviewer, it is important for all members of the interview team to discuss with each other problems that have occurred during interviews and to determine solutions to those problems to be used if the same thing happens again. Finally, it is helpful for interviewers to keep a daily log of who was interviewed, along with any problems that occurred during the interview, and any other comments the interviewer may have.

Fieldwork considerations. When planning a labor market survey that will take place on a reservation, there are certain conditions that should be kept in mind. The fieldwork, depending on the size of the community or reservation, requires a lot of preparation and planning. Within this context, there should also be contingency plans, or alternatives, if the original plans do not go as scheduled. This is especially important when making appointments with employers. There needs to be flexibility with employers if they do not have time for an interview, or if the employer requests that the interview take place at a different time. Also, having the support of the local Vocational Rehabilitation office of the community or reservation is imperative. If there is support for the project by the Vocational Rehabilitation Office of the local community, things go a lot smoother. It is important to

involve the local Vocational Rehabilitation Office in all stages of planning, instrument development, and the actual survey methods. With all these considerations in mind the labor market surveys that will be modified from the present survey will provide exceptional support to giving employment to people with disabilities in rural areas and on different reservations.

There is a good opportunity for the Navajo Vocational Rehabilitation Program to take advantage of the interest that employers have shown in hiring people with disabilities. The public relations provided by the researchers for this project showed that it was successful with this survey and shows that there is interest by employers to hire people with disabilities.

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Appendix

- Brochure (a): A Program for Persons with disabilities (prepared by the Navajo Vocational Rehabilitation Program).**
- Brochure (b): Let the Navajo Vocational Rehabilitation Program Go to Work for You**
- Brochure (c): Hiring People with Disabilities: Myths and Facts**
- Brochure (d): Navajo Vocational Rehabilitation Program: Employer Incentive Programs**

Appendix A

A Program for Persons with Disabilities
(prepared by the Navajo Vocational Rehabilitation Program)

**NAVAJO VOCATIONAL
REHABILITATION PROGRAM
NAVAJO DIVISION OF EDUCATION**

Contact the nearest Vocational Rehabilitation
Office Serving your agency.

CENTRAL OFFICE

P. O. Box 1420
Window Rock, Arizona 86515
Telephone: (602) 871-4941, EXT: 1338, 1409, 1412
TTY: (602) 871-5076

CHINLE AGENCY

P. O. Box 1893
Chinle, Arizona 86503
Telephone: (602) 674-5388

EASTERN NAVAJO AGENCY

P. O. Box 921
Crownpoint, New Mexico 87313
Telephone: (505) 786-7196

FORT DEFIANCE AGENCY

P. O. Box 1420
Window Rock, Arizona 86515
Telephone: (602) 871-4941, EXT: 1956, 1957

KAYENTA AGENCY

P. O. Box 1108
Kayenta, Arizona 86033
Telephone: (602) 697-8644

TUBA CITY AGENCY

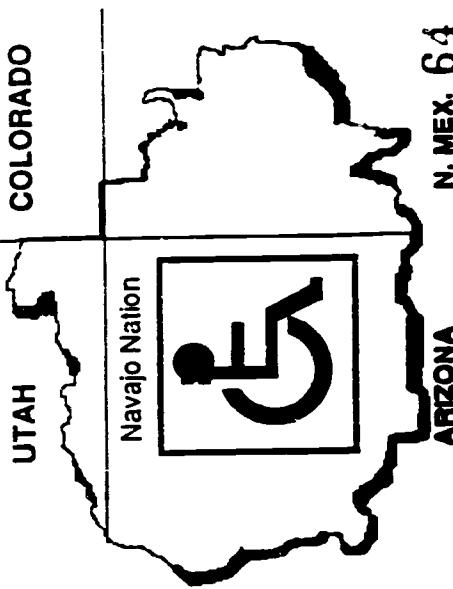
P. O. Box 2669
Tuba City, Arizona 86045
Telephone: (602) 283-5375

SHIPROCK AGENCY

P. O. Box 1969
Shiprock, Arizona 87420
Telephone: (505) 368-5117

**NAVAJO VOCATIONAL
REHABILITATION PROGRAM**

**A
PROGRAM
FOR
PERSONS
WITH
DISABILITIES**



What is the Navajo Vocational Rehabilitation Program?

The Navajo Vocational Rehabilitation Program is a service of the Federal Government and the Navajo Tribe which provide programs for men and women with disabilities to enter or return to work. The Navajo Vocational Rehabilitation Offices serve the five Navajo Agencies. Their central office is in Window Rock with agency offices in Chinle, Crownpoint, Ft. Defiance, Kayenta, Tuba City, and Shiprock.

How can the Navajo Vocational Rehabilitation Program help you?

Through our vocational rehabilitation programs, we provide qualified workers to fill your available jobs. Our counselors are skilled in evaluation, vocational counseling, and individual assessment.

How does the Navajo Vocational Rehabilitation Program help people become job ready?

Individuals work with our rehabilitation counselors to develop a plan with vocational goals that complement their job experience, desire, abilities, and potential.

How do employees with disabilities compare with employees without disabilities?

E.I. duPont de Nemours and Company conducted a survey in 1981 comparing job records of employees with disabilities to the records of employees without disabilities. Researchers found that employees with disabilities compared quite favorably.

- * 96% rated average or better in safety both on and off the job.

- * 92% rated average or better in job performance.

Hiring workers with disabilities will not affect your premiums. Insurance rates are based on injuries on-the-job, not employment practices. Statistics show (1981) that people with disabilities have as good or better safety records than other employees.

What type of follow-up does the Navajo Vocational Rehabilitation Program offer?

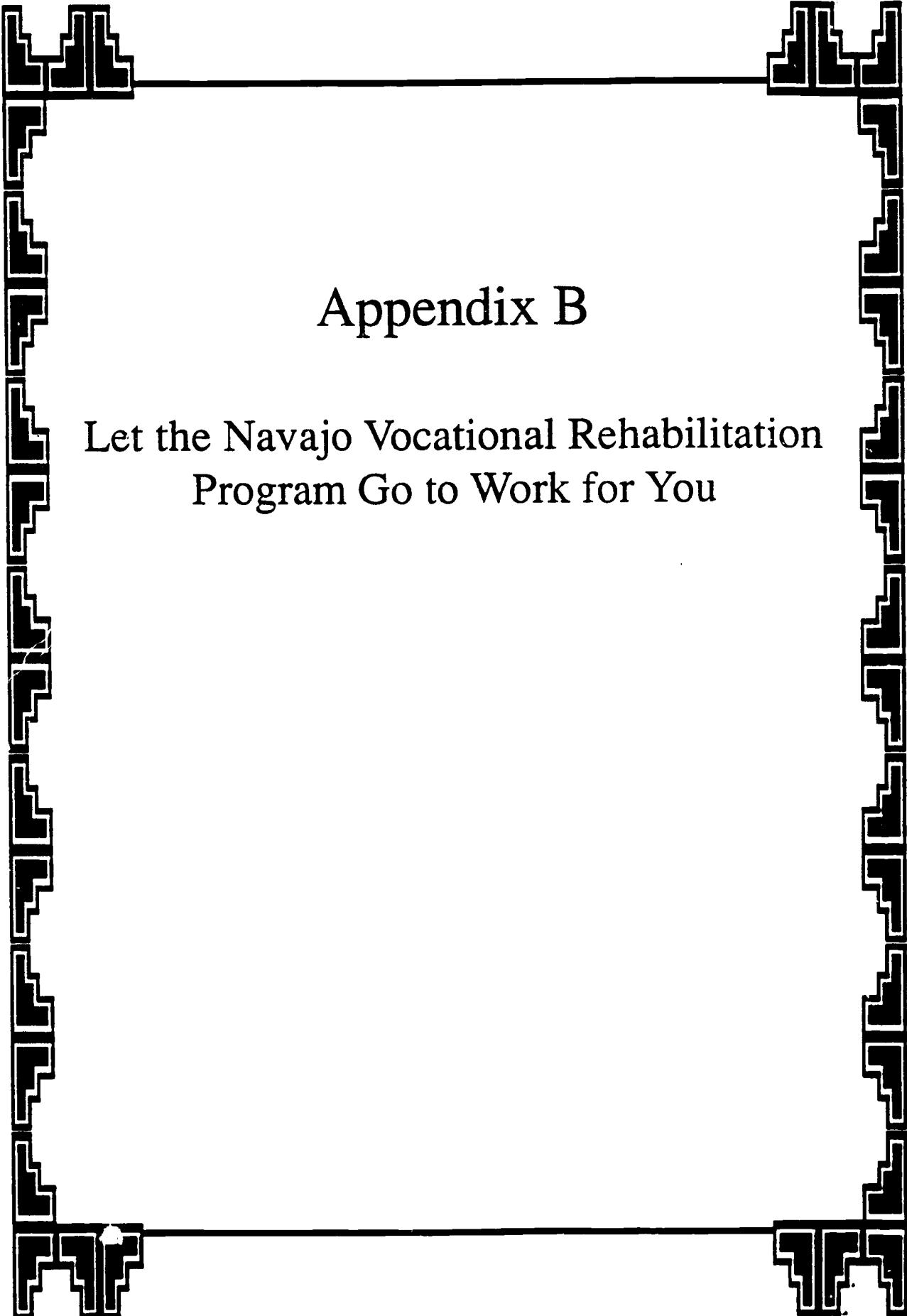
During training and the first few months of employment, the vocational rehabilitation counselors keep in close contact with clients and their employer to assist in the adjustment process and to offer technical support.

What job modifications are necessary to hire employees with disabilities?

Most people with disabilities do not require special work arrangements. If changes in the job or work area are needed, the Vocational Rehabilitation Program will assist in making the easiest and least expensive modifications, in consultation with a rehabilitation engineer.

What will happen to my insurance rates?

Hiring workers with disabilities will not affect your premiums. Insurance rates are based on injuries on-the-job, not employment practices. Statistics show (1981) that people with disabilities have as good or better safety records than other employees.



Appendix B

Let the Navajo Vocational Rehabilitation
Program Go to Work for You

How do I contact them?
You may either write, or telephone the nearest Agency Program office listed below.

CENTRAL OFFICE

Window Rock, Arizona 86515
Telephone: (602) 871-6338

CHINLE AGENCY

P.O. Box 1893
Chinle, Arizona 86503
Telephone: (602) 674-5388

EASTERN NAVAJO AGENCY

P.O. Box 921
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FORT DEFIANCE AGENCY

P.O. Box 1420
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KAYENTA AGENCY

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Kayenta, Arizona 86033
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TUBA CITY AGENCY

P.O. Box 2669
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Telephone: (602) 283-5375

SHIPROCK AGENCY

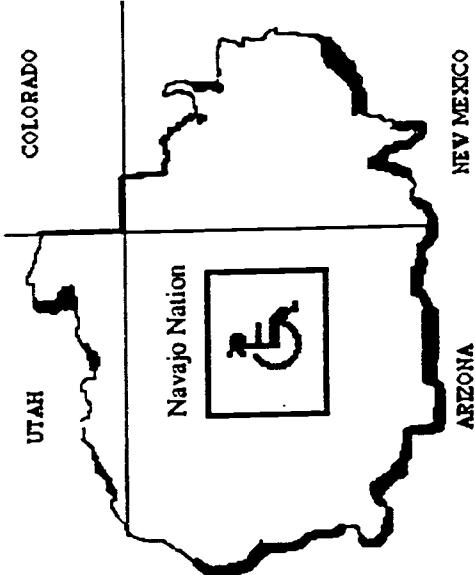
P.O. Box 1969
Shiprock, New Mexico 87420
Telephone: (505) 368-5117



Designed by
American Indian Rehabilitation
Research and Training Center
Institute for Human Development
Northern Arizona University
Flagstaff, Arizona

ILIET' N' NIE
NAVAJO
VOCATIONAL
REHABILITATION
PROGRAM

**GO TO WORK
FOR YOU**



**It's a Fact - Hiring People with
Disabilities is Good Business**

Appendix C

Hiring People with Disabilities: *Myths and Facts*

**NAVAJO VOCATIONAL
REHABILITATION PROGRAM**
CENTRAL OFFICE
P.O. Box 1420
Window Rock, Arizona 86515
Telephone: (602) 871-6338

CHINLE AGENCY
P.O. Box 1893
Chinle, Arizona 86503
Telephone: (602) 674-5388

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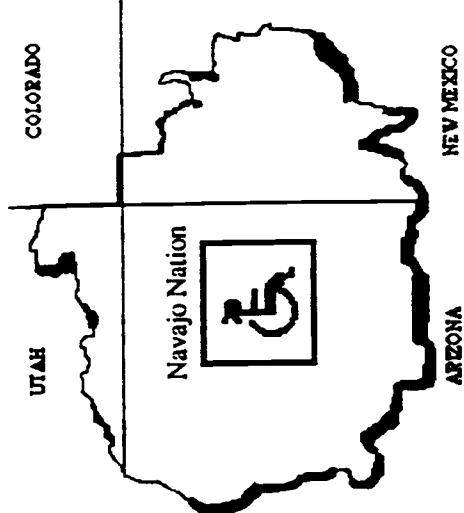


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Northern Arizona University
Flagstaff, Arizona

HIRING PEOPLE WITH DISABILITIES

MYTHS AND FACTS

*THE NAVAJO VOCATIONAL
REHABILITATION PROGRAM*



MYTHS AND FACTS

FACTS

PERSONNEL SUGGESTIONS

MYTH
Disabled workers are more likely to have accidents than non-disabled workers.

FACT
Accident rates have been reported lower for disabled employees by 57% of employers. This information was gathered from reports from more than 1000 large corporations and provided to the U.S. Office of Vocational Rehabilitation (1987). The E.I. du Pont de Nemours and Company study (1981) found that 96% of disabled workers were rated average-or above average in safety on the job; more than one-half were average.

MYTH
Job performance of disabled workers is not as good as non-disabled workers.

FACT
Ninety-one percent of disabled workers were rated as average-or better in their job performance. The duPont study (1981) also showed there is very little difference between disabled and non-disabled workers as to their ability to work in harmony with supervisors and fellow employees.

MYTH
An employer's insurance rates will rise if he/she hires disabled workers.

FACT
There is no increase in compensation costs nor lost time due to injuries. The very fact that insurers are among the leaders in rehabilitation and placement of disabled workers refutes the idea that they oppose hiring of disabled workers.

Employers who have had satisfactory experience in hiring the disabled suggest this personnel approach.

1. Don't dismiss the idea of employing disabled workers without finding out what they can do on a fair and equitable basis.
2. Let these workers compete. Many people, in a sincere effort to help, actually make things more difficult for persons who are disabled. Their human and economic needs are best served when they can become self-supporting and thereby make their contribution as self-reliant members of society.

MYTH
Attendance of disabled workers is not reliable.

FACT
Attendance of disabled workers in the duPont study (1981) showed 79% rated average-or-better. In the survey of 100 large corporations, absenteeism was also lower for the disabled workers, according to 55% of the corporate reports, while 40% of these employers found no difference in absence rates between disabled and non-disabled workers.

MYTH
Considerable expense will be involved in making necessary adjustments in the work area.

FACT
Most disabled workers require no special work arrangements. Eighty-one percent of managers in the ICD Survey II (1987) said it costs the same amount to employ disabled workers as it does non-disabled workers.

Employers who have had satisfactory experience in hiring the disabled suggest this personnel approach.

1. Don't dismiss the idea of employing disabled workers without finding out what they can do on a fair and equitable basis.
2. Let these workers compete. Many people, in a sincere effort to help, actually make things more difficult for persons who are disabled. Their human and economic needs are best served when they can become self-supporting and thereby make their contribution as self-reliant members of society.

3. Recognize persons with disabilities as individuals and deal with them that way. Sometimes their physical problems limit the scope of their activities, but they should be considered and recognized for their individual skills.
4. Don't patronize people with physical disabilities. They don't want to be coddled or fussed over. There is a tendency to view the hiring of such workers as requiring of the employer some peculiar amalgam of philanthropy, altruism, and pity.

Actually, the process requires no exceptional qualifications of the employer, no special combination of time, place or circumstances. It is simply an opportunity likely to be sooner or later presented to every businessman. The only problem lies in being able to look beyond the applicant's disability to the basic employment question: Can this person do the job?

This information was provided by:
American Mutual Insurance Alliance
20 N. Wacker Drive
Chicago, IL 60606
1987

The ICD Survey II:
Employing Disabled Americans
by Louis Harris and Associates, Inc.

Appendix D

Navajo Vocational Rehabilitation Program: Employer Incentive Programs

Navajo Vocational Rehabilitation Program

Prepared in conjunction with
American Indian Rehabilitation
Research and Training Center
Institute for Human Development
Northern Arizona University
Flagstaff, Arizona



Program	Incentive	Restrictions	More Information
Vocational Rehabilitation On-the-Job Training Program	Shared payment of disabled employee's wages for a limited time on a negotiated schedule.	Worker must be a VR client. Position must be permanent, full-time, and pay minimum wage.	Navajo Vocational Rehabilitation Program P. O. Box 1420, Window Rock, AZ 86515 (602) 871-6338
Job Training and Partnership Act (JTPA)	Reimbursement of: (OJT) • 50% of first 6 months wages per employee. Customized training or retraining.	Employer must hire trainee with intent of permanent full-time position.	Navajo Vocational Rehabilitation Program P. O. Box 1420, Window Rock, AZ 86515 (602) 871-6338
Targeted Jobs Tax Credit (TJTC)	Tax credit of • 40% of first \$6,000 earned per employee provided the employment lasts at least 90 days or 120 hours.	May not claim TJTC and On-the-Job Training (OJT) for same wages. Certification must be requested on or before first day of work. (Expires Sept. 1990)	Navajo Vocational Rehabilitation Program P. O. Box 1420, Window Rock, AZ 86515 (602) 871-6338
Minimum Wage Exemption Certificate	Certificate allowing employer to pay 75% of minimum wage or 50% for most severely disabled workers.	Wage must adequately reflect worker's productive capacity. Annual renewal required.	Department of Employment and Training Navajo Nation Box 1889 Window Rock, AZ 86515
Tax Credit on Architectural and Transportation Barrier	Tax deduction on up to \$35,000 spent to make a workplace more accessible for employees and customers.	Improvements must meet Treasury Department standards.	US Dept. of Labor Employment Standards 71 Stevenson St., Rm 905 San Francisco, CA 94105
Job Accommodation Network	Free consulting service on available aids, devices, adjustments and placement information.	None	Internal Revenue Service Code Section 190, 1986
			Call 1-800-JAN-7234, Voice or TTY/TDD

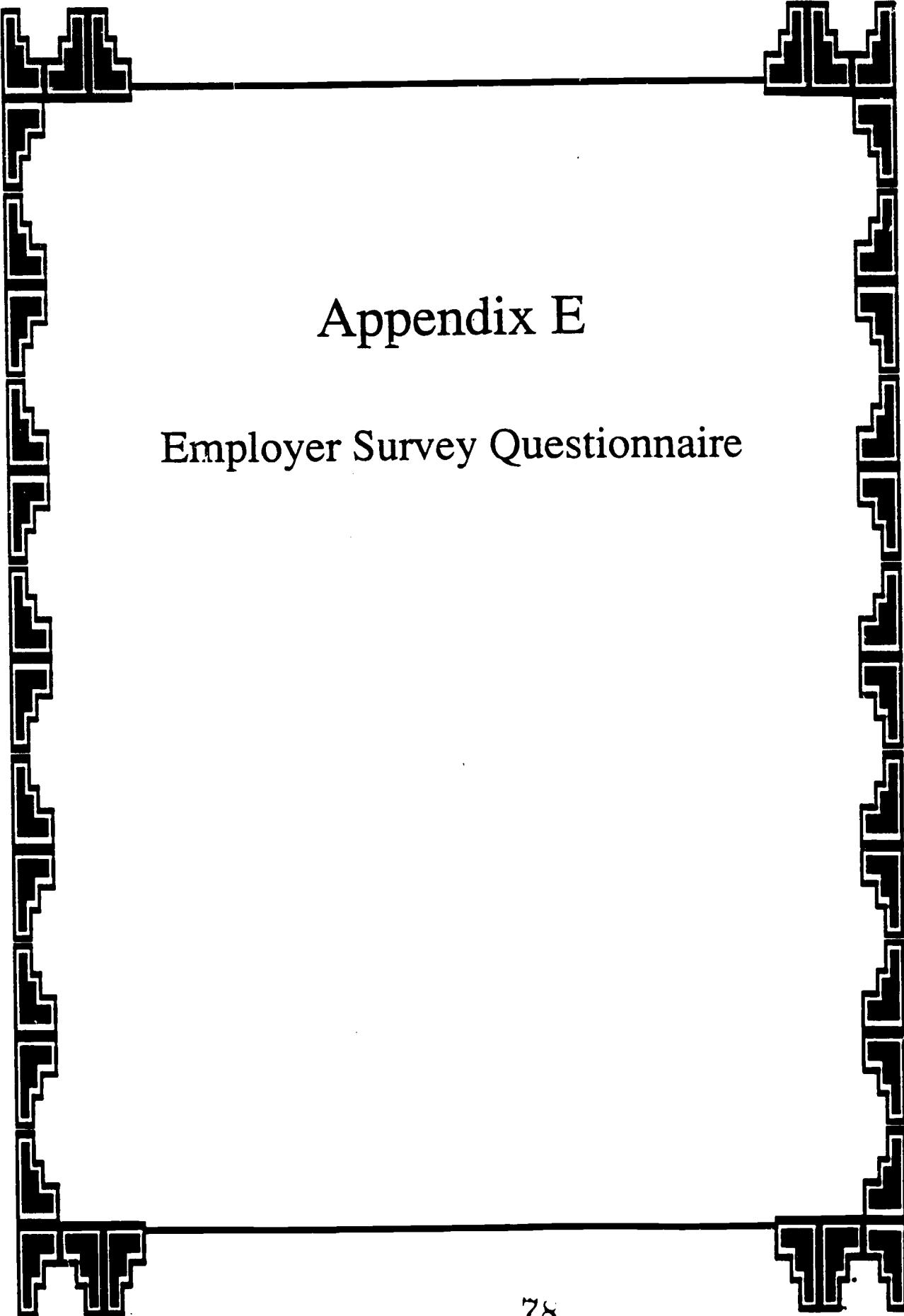
Navajo Vocational Rehabilitation Program

Prepared in conjunction with
American Indian Rehabilitation
Research and Training Center
Institute for Human Development
Northern Arizona University
Flagstaff, Arizona



Program	Incentive	Restrictions	More Information
Employee Search Agencies	Free referral service of qualified disabled workers.	None	Department of Employment and Training Navajo Nation Box 1889 Window Rock, AZ 86515
Horticulture	Free personnel services job analysis, employee recruitment and screening.	Employer/or group of employers must have 10 or more job positions. Services provided by 6 area offices and through a national referral program.	Horticulture Hiring the Disabled 9220 Wightman Rd. Suite 30 Gaithersburg, Md 20079 301-948-3010 800-634-1603 (national)
Association for Retarded Citizens of the USA	Reimbursement of : <ul style="list-style-type: none">• 50% of entry wage for first 160 hours of on-the-job training.• 25% of entry wage for second 160 hours.	Worker must be mentally retarded with IQ below 80, at least 16 years old, and unemployed over 7 days. Position must be permanent, full-time, and pay above minimum wage.	Association for Retarded Citizens of Arizona 5810 S. Central Ave Phoenix, AZ 85040 602-243-1787 800-252-9054 (Arizona)

Information obtained from the President's Committee on Employment of People with Disabilities



Appendix E

Employer Survey Questionnaire

EMPLOYER SURVEY

Information from Respondent (s):

1) Name of Respondent _____

2) Title or Position of Respondent _____

3) Name of Business _____

4) Business Address _____

5) City, State & Zip _____

6) Who owns this business? (EX: Private 49%, Navajo 51%; Non-Navajo 45%, Navajo 51%)

Navajo _____ %

Non-Navajo (specify Anglo,etc.) _____ %

Non-Navajo (other tribal) _____ %

Specify other tribal _____

Family _____ %
Other _____ (specify) _____ %

7) Type Business (Function) or Service Provided:

Primary _____

Secondary _____

Other _____

8) How many employees do you have at present? Navajo _____
Male _____
Female _____
Total _____

non-Navajo _____
Full Time _____
Part Time _____
Seasonal _____

47) How many disabled persons did you hire in 1984-1988 and specify disability:

	1984	1985	1986	1987	1988	
(1) <u>Amputation</u>						(16) <u>Neurological impairment</u>
(2) <u>Arthritis</u>						(17) <u>Orthopedic disorder</u>
(3) <u>Bipolar Disorder</u>						(18) <u>Personality disorder</u>
(4) <u>Blindness/Visual Impairment</u>						(19) <u>Polio</u>
(5) <u>Cancer</u>						(20) <u>Schizophrenia</u>
(6) <u>Cerebral Palsy</u>						(21) <u>Scoliosis (curved spine)</u>
(7) <u>Chronic Depression</u>						(22) <u>Specific learning disability</u>
(8) <u>Diabetes</u>						(23) <u>Spinal cord injury</u>
(9) <u>Eating Disorder</u>						(24) <u>Stroke</u>
(10) <u>Epilepsy</u>						(25) <u>Substance abuse (including alcohol, street drugs, glue, etc.)</u>
(11) <u>Hearing Impairment/Deaf</u>						(26) <u>Traumatic brain injury</u>
(12) <u>Hear Problems</u>						(27) <u>Other</u>
(13) <u>Mental Retardation</u>						
(14) <u>Multiple Sclerosis</u>						
(15) <u>Muscular Disease</u> (e.g. <u>Muscular Dystrophy</u>)						

48) Please specify your referral sources for disabled persons you hired in: (Ex. JTPA, self, another business, vocational rehabilitation program)

1984

1985

1986

1987

1988

83

84

10) Please indicate which jobs have the highest turnover rates.

11) What are your plans for expansion?

12) What jobs or positions do you foresee as a need in the next five years in your business?

13) Please check which benefits your company offers:

Soc. Sec.	Medical insurance	dental	life ins.	retire	long term dis.	Short term dis.	workers comp.	unemploy.	Savings Plan	Other
Full Time										
Part Time										

14) Is housing available for your employees? (Ex: Reduce rent, rent free, other) Please explain. Yes No

newspaper	bulletin board	chapter house	job	JTPA	friends	tribe	family	Radio	other	Private Placement firms

15a) How do you recruit your employees?

15a) Which methods are most successful in your recruitment efforts? Please list in order of success.

16) What is your definition of the term disability?

17) If you have had experiences in working with people who are disabled, how would you rate their work performance? Please explain.

(Circle one)
Yes No

18) Are you aware of employers who hire people with disabilities?
Please explain.

(Circle one)
Yes No

19) Does your company/business currently make a special effort to recruit/hire disabled persons?
If yes, how do you recruit?

If no, please explain

20) Does your business have an established policy or program for hiring people with disabilities? Yes No

21) Does your business have a specific person or department that oversees the hiring of disabled persons? Yes No

22) Would you consider hiring persons with disabilities in the future? Yes No

23) Has your business ever hired employees from JTPA training programs? Yes No

24) Is your business familiar with the minimum wage waiver certificate? Yes .0

25) Has your business ever hired a Targeted Job Tax Credit (TJTC)-certified employee? Yes No

26) Has your business ever utilized publicly financed "on-the-job-training" funds to employ or train a new employee?
26a) If yes, how often and how many?

26) Does your business have a policy that requires that you employ a certain number or certain proportion of disabled employees on your work force? Please explain. Yes No

(Circle one)

28) Does your business have a program/training that helps your managers and employees to work with disabled persons? Yes No

29) Does your business distribute any literature that helps your managers and employees to work with disabled persons? Yes No

30) What kind of training will benefit your business in working with people that have disabilities?

31) Are you aware of state, local, or tribal agencies that serve people with disabilities? If yes which agencies?

32) Are there any support services available for disabled workers with your business? Please explain.

33) Do you feel that disabled people often encounter job discrimination from employers? Please explain.

34) How would you compare disabled job applicants to most non-disabled applicants on their job skills? Please explain.

35) What changes have you made to make your business site(s) accessible to people with disabilities? Please explain.

36) What changes are you going to make to make your business site(s) accessible to people with disabilities? Please explain.

37) Are you planning to make these changes? Please explain.

38) Has anyone in a wheelchair ever been to your business site(s)? If so, explain any problems you experienced.

39) What job accommodations have been made for people with disabilities? Please explain.

In your opinion, do you feel that:

	(Circle One)				
	Strongly Disagree	Disagree	Agree	Strongly Agree	
40) Disabled employees have fewer accidents on the job.	N/A 0	1	2	3	4
41) Disabled employees take more supervision by an employer.	N/A 0	1	2	3	4
42) Employers are able to train disabled employees.	N/A 0	1	2	3	4
43) Disabled employees are a safety risk to themselves and others.	N/A 0	1	2	3	4
44) The cost of a disabled employee is greater than the cost of a non-disabled employee in a similar job.	N/A 0	1	2	3	4
45) Disabled people just don't fit in with most non-disabled employees.	N/A 0	1	2	3	4
46) Disabled people accept concrete criticism well.	N/A 0	1	2	3	4